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Discovering Thoughts, Inventing Future

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By Lukman Thaib

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Keywords: *malaysia-west asia diplomatic relation, malaysia-qatar relation, ummah network.*

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I. Introduction

The relationships between Malaysia and countries in West Asia have been evolving in the political, economic, social, as well as cultural fields. Relations have been enhanced through a shared history and religion. Malaysia's political stability, economic progress, and its image as a progressive Muslim country have attracted the attention of many countries in West Asia to reinforce their relations with Malaysia.

In its most basic definition, international relation or foreign policy is the policy of a sovereign state in its interactions with other sovereign states. It is a policy that a nation pursues in its dealings with other nations designed to fulfill its national objectives. Essentially, foreign policy can be defined as goals that a nation seeks to attain abroad, the values that give rise to those objectives, and the means and instruments used to pursue them. A state's foreign policy is determined by both domestic and external factors, which may change from time to time, thus forcing it to review its foreign policy to ensure that it operates in the best possible conditions to achieve those objectives. Malaysia's foreign policy towards West Asia has been largely determined by the need to balance the domestic factors and the external demands of international politics.

In general, Malaysia has good and stable political relations with countries of the region, not only because of religious affinities and historical connections, but also because of the geographical distance between them, which reduce the possibility of political and strategic interferences. Malaysia's relations with the region have been fostered through bilateral and multilateral means. It has strong bilateral relations with major countries in West Asia such as Saudi Arabia, Egypt, United Arab Emirates, Qatar, Oman, and Iran. Malaysia is also a strong supporter of OIC and has established close rapport with its members. In recent years, the scope and content of Malaysia-West Asia relations have increased both at the official state-to-state level as well as in the private sector level. This has become more visible since the event of September 11, 2001.

II. The Premise of Malaysia's Foreign Policy

Since Tunku Abdul Rahman Putra al-Haj, Malaysia's foreign policy has consistently been premised on national interest, pragmatism, and adherence to the to the principles enunciated in the Charter of the United Nations. Malaysia's former Minister of Foreign Affairs, Dato' Seri Hamid Albar characterised Malaysia's foreign policy as "principles with rests on the values of humanity, justice and equality" and "recognizes diversity and pluralism which makes up the mosaic of the nation and the international community".[1]

Malaysia's foreign policy has shifted from the staunchly pro-West position in the 1950s and 1960s to a policy of non-alignment in the 1970s beginning with Tun Abdul Razak's administration. Since then, Malaysia has continued with this foreign policy stance. The coming of Tun Dr. Mahathir Mohamad to power in 1981 brought a significant change in Malaysia's foreign policy who sought to keep foreign policy under his close control.[2]

Author: e-mail: cottring@yahoo.com

[1] Syed Hamid Albar. 2005. Selected Foreign Policy Speeches. Kuala Lumpur: IDFR, p.30.
[2] Khoo Boo Teik. 1995. The Paradoxes of Mahathirism. Kuala Lumpur: Oxford University Press, p.74.

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During his period, ASEAN was ranked first, followed by the Islamic countries in second position, and thirdly by the Non-Aligned Movement (NAM).

Tun Dr. Mahathir wanted to enhance Malaysia's role in international affairs through an assertive and active foreign policy, summed up as a foreign policy of "active internationalism". His successes are seen in the growing recognition accorded to Malaysia by several international organisations by the latter half of the 1980s.[3]

Tun Dr. Mahathir was an outspoken leader and conducted his diplomacy with a heady mixture of high profile and plain speaking compared with the cautious foreign policies and the discreet ways of previous Malaysian administrations. He was critical of almost everybody-the West, the developing countries, as well as his fellow Muslims, although he more often 'identified Malaysia with other developing countries'. Some contended, "Tun Dr. Mahathir's diplomacy seemed destined to lose friend if not designed to gain enemies".[4] His critical views on the weaknesses of West Asia did not endear him to the Arab governments, and he was definitely popular among Arab 'streets'.

Since the departure of Tun Dr. Mahathir as PM, Malaysia has adopted a 'quiet and soft diplomacy' rather than a combative approach. When he resigned in October 2003, as the new Prime Minister Tun Abdullah Ahmad Badawi, Malaysia's foreign policy become more measured without losing sight of Malaysia's national interest. According to him, "a good foreign policy will make other countries comfortable in dealing with Malaysia".[5] Malaysia's foreign policy should not be a static doctrine…it must always be a dynamic instrument[6] while staying true to its principles.

Tun Abdullah's top foreign policy was the East Asia Summit process (EAS), which would eventually lead to an East Asian Community. He also mended relations with Australia which became frosty during Tun Dr. Mahathir's adminsitration.[7] When Tun Abdullah stepped down in April 2009, the premiership was handed over to Dato' Seri Mohd Najib Tun Abdul Razak who has visited many countries, including ASEAN countries, China, United Arab Emirates (UAE), Qatar, Kuwait and many other countries in West Asia.

III. The Significance of West Asia

West Asia is a theatre in which the struggle for resources and global supremacy continues to be played out. The United States, Europe, China, and Russia have been traditionally interested in West Asia for political, economic, and strategic reasons, particularly its huge energy resources.

West Asia and North Africa accounts for 60.4% of global oil and liquid natural gas reserve.[8] It is also strategically and politically crucial to the West, especially to the US because of Israel is in the heart of the region. Countries such as Iran, Turkey, and Syria have also emerged as important geo-strategic players in the region.

The designation of geo-strategic players are neither permanent nor fixed, which may increase the potential for regional political instability and rivalry. Changes in the status of a regional player would represent major events and involve shifts in the distribution of power. Iraq for example, used to be an important geo-strategic player in the region, but has been weakened and is presently recovering from political instability in the aftermath of the dismissal of Saddam Hussein and the US occupation in 2003.

Over the years, countries in West Asia have experienced enormous economic growth and have become important sources for both finance and investment. Saudi Arabia, UAE, Qatar, and Kuwait have been at the forefront of growth with expanding infrastructural development programmes. Trade and investments between Malaysia and the region have been encouraging these past few years.[9]

IV. An Overview of Malaysia-west Asia International Relations

Early relations between Malaysia and West Asia evolved around the religion of Islam which continued to shape their interactions throughout the centuries. It was through Islam that the Malay society was exposed to the political and social developments in major West Asian countries such as Saudi Arabia, Egypt, and Turkey. Developments in these countries, especially in the early 20th century, influenced many Malay thinkers and religious elite. Saudi Arabia and Egypt have long been favourite countries for Malays to study. In addition, interaction with Saudi Arabia has always been important because of the pilgrimage to Mecca by Muslims.

British colonial power in the 18th century gradually changed the focus of the Malay elite and intellectual class from West Asia to the West. After the Second World War, Western educated groups dominated Malaysian administration and politics.

However, Islam continues to play a role in shaping Malaysia's position on many international issues especially those related to the Muslim world. There has been a conscious effort on the part of the

[3] Ibid., p.78.
[4] Ibid., p.79.
[5] Mokhtar Selat, New Direction in Malaysia Foreign Policy, op.cit., p.24.
[6] Ibid.
[7] Ibid., p.25.
[8] The Economist Magazine, 2009, p.5.
[9] Please refer to http://www.kin.gov.my/web//guest/bd-west_asia?p_p_id=56_INSTANCE_4iKY&p_p_lifecycle=08p_pstate=exclusive&p_p_mode=view&p_p_col_id=colu..., p.3.

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Malaysian government to develop a strong consciousness membership of a global Islamic brotherhood. Because of its long established relations with Malaysia and the religious affinity, West Asia occupies an important position in Malaysia's conception of the Muslim world. In recognition of Malaysia's effort to promote solidarity among Muslim countries, its first Prime Minister, Tunku Abdul Rahman Putra al-Haj was nominated as the first Secretary-General of OIC after his retirement in 1970.[10]

Under Tun Dr. Mahathir's administration, Malaysia identified itself as an Islamic state in its foreign relation. During April and May 1983, in order to promote the causes of South-South dialogue and encourage more direct trade with other countries,[11] Tun Mahathir paid official visits to Turkey among other Muslim countries. Besides that, Turkey was also one of the few Muslim countries with whom Malaysia's joint commission agreements were extended by his administration to include political matters.

Turkey has always been a major trading partner of Malaysia. During June 2003, the visit of Turkish Prime Minister, Recep Tayyib Erdogan to Malaysia further enhanced the existing relationship between both countries. Not only was the bilateral relations between both countries improved, Turkey also aimed to boost bilateral trade between both countries to U.S. $1 billion a year. In 2007, Turkey was ranked 6th in the top OIC trading partners of Malaysia.[12]

As for the UAE, to broaden Malaysia's international contacts, in 1975, then Prime Minister, Tun Abdul Razak boosted relationships by visiting Gulf States.[13] Ties between Malaysia and UAE had been growing in mutual confidence. The bilateral relations between both countries are particularly strong in trade and commerce.

According to Dato' Mubin Razali, Malaysia Ambassador to the UAE, both countries not only share common aspiration and views at international and regional levels, they also share close and good cooperation within international organisations such as the UN, NAM, and OIC.[14]

In 2005, Malaysia's export to the UAE stood at Dh 7 billion with the main export items including gold, jewellery, wood products, palm oil, petroleum products and electrical appliances. The imports from UAE recorded a sharp increase, equivalent to Dh 2.8 billion involving import items such as petroleum product and chemicals. According to the International Monetary Fund's Direction of Trade Statistics and Dinar Standard Research, UAE was the second OIC trading partner of Malaysia in 2007, and is considered to be the most important trading partner for Malaysia in West Asia.[15]

V. Re-Orientation of West Asia Bilateral Relations with Muslim Countries in Southeast Asia

West Asia and Gulf States previously saw their interests as far more closely tied to the West than to the Muslim countries in Southeast Asia. Changes in the global economy, West Asia, and the Muslim World compelled the Gulf States, Malaysia and other Muslim states in Southeast Asia to "re-orient" their economic and strategic interests.

West Asia and Gulf governments sought new markets for both their capital and hydrocarbon exports that would deliver higher returns than they could get with their traditional Western partners. They also sought opportunities for education, leisure, and advanced medical care that were world-class but cheaper than those in the West, and in a place where their religious values would be respected. For their part, Malaysian leaders and other Southeast Asia's Muslim leaders hoped that greater Gulf and West Asia trade could help balance China's growing influence, mitigate declining Western markets, and promote growth.

In the eyes of West Asia and Gulf leaders, the emergence of Iran and Muslim Brotherhood in Egypt can be regarded as another factor that reinforced their need for new friends, particularly from among Muslim countries in Southeast Asia.

The networks that have shaped links between West Asia and Southeast Asia reflect centuries of intellectual exchange and travel between the Muslim of Southeast Asia and the wider West Asia. These intellectual and religious ties, however, were not matched by extensive commercial ties, especially in the twentieth century. While West Asian and Gulf countries contributed generously to religious institutions in Southeast Asia in the twentieth century, they made few investments in the region's economy, still preferring safer opportunities in the West.

The Arab Malaysia Development Bank observed in 1979 that religion factored little into the economic decisions of the West Asia and Gulf business groups and leaders.[16]

When the West Asia and Gulf states "re-designed" their focus toward Asia and Muslim countries in Southeast Asia, that process began with an advertising campaign on al-Jazeera and other West Asia

[10] Ruhanas Harun. 2009. "In Pursuit of National Interest: Change and Continuity in Malaysia's Foreign Policy towards the Middle East', in Jurnal Antarabangsa Kajian Asia Barat, Vol.1, 2009, p.30.
[11] Jeshurun. C. 2007. Malaysia Fifty Years of Diplomacy. Kuala Lumpur: The Other Press, p.127.
[12] Shikoh & Zain, M, 'OIC Trade", op.cit.
[13] Jeshurun,C. Malaysia Fifty Years of Diplomacy, op.cit. p.219.
[14] Khaleej Times Online, 2007. "Economy: Growing Ties with UAE". Retrieved October 22, 2008, from http://www.khaleejtimes.com/malaysia/mt eco cnt1.html
[15] Shikoh & Zain,M. " OIC Trade", op.cit.
[16] Fred R. Von Der Mehden, Two World of Islam, ibid., pp.36-37.

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broadcast networks that featured images of modern cities of West Asia nations with the catchy phrase, "Malaysia-Truly Asia." [17] The advertising campaign branded Malaysia as a tropical paradise, a nexus of Asian cultures, and a nation that blended modernity and Islam in a way West Asia and Gulf Muslims could emulate. [18] For Muslims in West Asia and Gulf States, Malaysia was an attractive alternative destination to Western countries for education, healthcare, investment, and leisure, especially after the 9/11 attacks and the 2008 global financial crisis. [19] Malaysia also offered two additional benefits: an entryway to Indonesia and the other growing economies in Southeast Asia and a way to check the growing influence of Iran in the region. [20]

Among the most important indicators of the West Asia and Gulf states shift to the Malaysia and other Southeast Asian nations was business trade. Between 1996 and 2001, Malaysian-West Asia and Gulf trade rose from U$ 1.6 billion to U$ 14.5 billion, while trade with Indonesia grew from U$ 2.3 billion to U$ 5.9 billion. [21] Although the steep rise in petroleum prices and Indonesia's declining supplies of petroleum help explain part of the surge, Southeast Asia exports to West Asia and the Gulf played an important role in trade for the first time in many years.

Malaysian exports to West Asia and the Gulf rose from U$ 1.2 billion in 1999 to over U$ 6.3 billion in 2011, [22] while Indonesian exports to West Asia and Gulf states nearly doubled, from U$ 1.2 billion in 1999 to U$ 2.3 billion in 2009. [23] The growth in bilateral trade reflected increasing commercial and diplomatic ties between West Asia and ASEAN. [24] Since 2009, senior ministers from both GCC and ASEAN have meet annually, and there was a fivefold increase in trade from 2004 to 2011 among member states. [25]

We also find that many well-known financial companies based in West Asia and the Gulf such as the Al-Rajhi Bank, Kuwait Finance House, the Islamic Development Bank, Abu Dhabi National Energy & Gulf Investment, and the Qatar Islamic Bank have established footholds in Southeast Asia. [26] In 2006, Qatar's al-Jazeera opened a regional bureau in Kuala Lumpur. [27] In addition, Saudi investor poured U$ 733 million into Malaysia in 2011, making the kingdom one of its top foreign investors. [28] UAE investments in Malaysia also reached nearly U$ 2 billion. [29]

In Indonesia, Saudi Arabian businessmen are some of the top foreign investors, having invested nearly U$ 8 billion since 2007. [30] By 2011, Saudi Arabia's Dubai Saudi Telecom invested U$ 1.2 billion in Indonesia's Axis. [31] In 2009, the Bin Laden Group announced a U$ 4.3 billion project to develop 2 million hectares of land in Indonesia to grow rice, while Oman GFIH Global Financial invested U$ 335 million in rice and palm oil in Indonesia. [32] West Asia and Gulf countries have also invested heavily in Islamic banking in Malaysia and Indonesia and in Malaysia's Takaful market. [33] Together, Malaysia's Islamic finance and Takaful markets are second in size to Saudi Arabia.

Between 2007 and 2010, Malaysia invested U$ 4.5 billion in Saudi Arabia. Around 80 Malaysian companies operate in the Kingdom and Malaysia's Federal Land Development Authority in 2009 became the first foreign entity to be given a license to form a 100 percent foreign-owned company in Saudi Arabia. [34] Malaysia also has U$ 100 million worth of investments in the UAE. [35] Malaysian companies have secured contracts worth U$2.5 billion for Qatar's World Cup preparations for 2022, [36] and have secured several projects in Saudi Arabia. Among the most important are a US $30 billion contract for the Jizan Economic City in Jizan Province, in addition to another U$ 200 million Malaysian Mall in Jeddah, and a U$5.6 billion contract for the Jabal Omar project to improve accommodations for Hajj in Makkah. [37]

[17] Please refer to http://www.youtube.com/watch?v=pEEkFylo9Ly.
[18] This advertising campaign was initially intended to stress Malaysia's position in Asia and to downplay the nation's Islamic roots.
[19] Malaysia Economic News. 2010.
[20] Mellisa Chi. 2011. "Malaysia, the Perfect Bridge for Iranians to Escape Hom", The Malaysian Insider, October 26, 2011.
[21] Compilation of statistics drawn from statistics available from the International Monetary Fund, Director of Trade Statistics (DOTS).
[22] Ibid.
[23] Ibid.
[24] The Saudi Gazette. 2011. "GCC, ASEAN Step Plans to Enhance Economic Ties", July 27, 2011.
[25] Ibid.
[26] Arab News. 2011. "Malaysia's Zarinah Anwar Calls for GCC-Asian Connectivity," June 19, 2011, see also. Indonesian Government News, "Indonesian Islamic Finance Sector Attracting Investments from Middle East, Europe," February 9, 2012. Refer also to Islamic Finance News. "Saudi Arabia's Rajhi Eyes Malaysian Islamic Market," April 28, 2012.
[27] BBC Monitoring World Media. 2006. "Malaysia/Qatar: Al-Jazeera Executives Meet Malaysian Information Minister", BBC Worldwide Monitoring, May 22, 2006.
[28] Malaysian Investment Development Authority. 2012. "Malaysian Investment Performance 2011. Kuala Lumpur: MIDA, p.9.
[29] Damian Reilly. 2011. "Gulf Looking East Not West for Investment, Says Malaysia PM", Arabian Business.com, January 31.
[30] Arab News. 2009. Indonesia Independence Day Special: Kingdom-Indonesia Ties Strong and Cordial. August 17, 2009.
[31] Sudip Roy. 2011. "Islamic Finance: Saudi Telecom's Axis Scores Record Deal", Euromoney, July 2011.
[32] Maywa Montegro. 2011. "Hungry for Land", Seed Magazine, April 27, 2011; and Nick Lord. 2011. "Land Grab Raises Concerns about Food Security", Euromoney, September 2011.
[33] The Malaysian Reserve. 2011. "Takaful Mart: Malaysia's Stands at No 2", April 12, 3. See also Islamic Finance News. 2012. "Saudi Arabia Emerges Top Market for Islamic Investors with 42.4% Share". March 12.
[34] Lukman Mansor. 2010. "Coming Together for the Betterment of Muslims," News Straits Times (Malaysia), January 24, 2010, p.26.
[35] Tan Sri Muhyiddin. 2012. "Malaysian Companies Have Strong Presence in UAE," Malaysia Economic News, May 28, 2012.
[36] Malaysia Economic News. 2012. "Malaysia to Open Trade Centre in Doha," April 30, 2012.
[37] Azlan Abu Bakar. 2009. "Mall to Mark New Milestone in Business Ties with Saudis," New Straits Times, March 2, 2009, p.6.

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The leaders of Muslim countries in Southeast Asia believed that the ties between two regions which based on the ummatic belonging reaffirmed their Islamic identity and links to the wider Muslim world. They also promised economic growth in a period of global instability and balance against China, whose rise is at once welcomed as a way to check Western hegemony but which also threatens domestic and regional political balances in Southeast Asia.

Malaysia and Indonesia maintain extensive commercial links to China, have important populations of Chinese descent, and control international seaways vital to Chinese commerce. In fact, Malaysia claims a portion of the South China Sea; the July 2012 meeting of ASEAN foreign ministers collapsed because of disagreements over Chinese claims to the strategic waterway.[38] For West Asian and Gulf leaders, Southeast Asia offered an alternative partner to a still economically stagnant West and strategic allies in the Muslim world to replace those that collapsed during the Arab Spring revolution. In addition to that, Indonesia and Malaysia could help to offset domestic instability and the rise of Iran and Ikhwanul Muslimin in the Muslim world, both of which are mistrusted by West Asia and GCC governments.

Although West Asia and Gulf countries' relation with Southeast Asia is set to grow, but the Southeast Asia bilateral trade with West Asia and the Gulf is still smaller than its West Asia and GCC bilateral trade with China, Europe, Japan, and the United States. Although the number of West Asia and Gulf tourists have grown rapidly in recent years, that number represents only a fraction of the seven million tourists annually from West Asia and the GCC countries.[39] Although the number of West Asia and GCC students in Southeast Asian universities has risen, there are now 50,000 Saudis studying in the United Sates-many more than in Indonesia and Malaysia.[40]

VI. Malaysia-Qatar Diplomatic Relation

The diplomatic relation between Malaysia and Qatar was inked through an agreement in 1974.[41] Thanks to the ever-increasing brotherhood-like relationship between the leaders of the two nations and the rising trade-tourism activities, both Malaysia and Qatar grew simultaneously.

The State of Qatar has also initiated the Islamic Summit Meeting for Cooperation of Muslim Countries in Doha in November 2000. Malaysia initiated the same summit in October 2003 in Kuala Lumpur. By September 2004, both nations agreed to run their embassies in each other's countries with residence representative-a significant milestone for their diplomatic and trade activities.[42]

As an active member in NAM and OIC, both Malaysia and Qatar have enjoyed similarities in views and stand on foreign political issues, especially with their 'moderate foreign policy' approach towards providing a peaceful resolution to the conflicting parties in the Muslim world.

The close personal relation between leaders of two countries has resulted in the exchange of visits between these leaders which first began in May 2010 and the following visit in December 2011. The arriving kingdom's delegates in Kuala Lumpur were His Highness Amir Walid, and Qatar's former Prime Minister and the Minister of Foreign Affair, Sheikh Hamad bin Jasim bin Jabir al-Thani. Malaysian Prime Minister, Dato' Sri Mohd Najib Tun Abdul Razak fulfilled the kingdom's invitation by visiting Doha in May 2011.[43] In addition, in July 2015 the new kingdom's successor/Qatari Amir, Shaikh Tamim bin Hamad Al-Thani visited Kuala Lumpur. [44] His Highness has conducted a fruitful discussion on bilateral relations with Dato' Sri Mohd Najib, and both leaders committed to find ways to further bolster ongoing cooperation in all fields.

VII. The Achievement of Diplomatic Relation between Malaysia and Qatar

Following the successful opening of the Qatar Embassy in Kuala Lumpur in 2004, key milestones as listed below have been achieved to uplift greater diplomatic and economic ties between the two nations. High impact agreements and memorandums of understanding (MOUs) that have been signed includes: 1. Agreement to Avoid Tax Duplication in the year 2008, 2. Agreement of Trade Cooperation in 2009, 3. The Agreement on the Establishment of a Joint Economic Cooperation, 4. Memorandum of Understanding Between Qatari Diar and the KLCC Company, 5. Memorandum of Understanding Between the Qatar Foundation for Investment and the Foundation for Investment Malaysia Bhd.[45]

In addition, some ongoing agreements to be accomplished include: 1. Agreement on the

[38] The Economist. 2012. "Asean in Crisis: Divided We Stagger: Can Indonesia Heal the Deepening Rifts in Southeast Asia," The Economist, August 18, 2012.
[39] Fauzia Khan. 2012. "Indonesian Mission Holds Road Show to Lure Saudi Tourists," Arab News, May 3, 2012.
[40] PR Newswire. 2011. "Record Number of Saudi Students Now Studying in the US," PR Newswire, December 1, 2011.
[41] The Embassy of the State of Qatar (n d). 'The Achievement of Diplomatic Relations between Qatar and Malaysia' (Thabi'ah al-'Alaqat al-Siyasiyyah Bayna Dawlah Qatar Wa Malaysia' (Al-Shuun al-Siyasiyyah). Kuala Lumpur: Qatar Embassy.
[42] Ibid.
[43] Ibid.
[44] Bahrain News Agncy". 2015. "Qatar, Malaysia Relations Discussed". July 31, 2015.
[45] The Embassy of the State of Qatar in Kuala Lumpur, op.cit.

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Encouragement and Reciprocal Protection of Investment, 2. Draft on Air Transport, Signed in Initial on May 14, 2001, 3. A Memorandum of Understanding for Cooperation Between the Diplomatic Institute of Malaysia Foreign Services and the Qatari Diplomatic Relations, 4.Memorandum of Understanding for Cooperation in the Field of Higher Education, 5. A Draft of Memorandum of Understanding on Tourism Cooperation.[46]

Prominent economic programs by both countries include: 1. The opening of a permanent exhibition of industrial products in Doha, in 2014, 2. Laying the foundation stone for the project of Harrods Hotel Commercial Complex for the Qatar Investment Foundation in Kuala Lumpur in 2013, 3. Laying the foundation stone for a tourist resort project in the State of Terengganu in 2014, implemented by the Qatar Investment Cooperation with the Terengganu State Government, 4. Laying the foundation stone for the opposite tower at the Petronas Twin Towers in the City of Kuala Lumpur which will be Implemented by the Qatari Diar.[47]

The Qatar Embassy is currently working on a follow-up to the completion of establishing the Malaysian-Qatar Business Council project in both countries in order to encourage their respective private sectors to cooperate in joint ventures, especially involving construction and other sectors.

With regard to the Qatari Public Diplomacy Relations, the ambassador himself has exerted tremendous effort in establishing close relationship and cooperation between him and the Malaysian Ministries, senior officers, as well as members of parliament. This development has certainly allowed better positioning of by the Qatari, covering various field of international issues and enables them to facilitate ongoing cooperation including the possibility to engage with different state governments within Malaysia.[48]

As far as the Qatar Embassy consular services in Kuala Lumpur are concerned, the embassy seeks to provide all types of services needed by the Qatari citizens who visit Malaysia,. The embassy also works on the documentation and certification of commercial transaction and other corporate needs of the citizens of these two friendly countries.[49] In the 2013 alone, Qatari tourists to Malaysia numbered 7264.

VIII. Exploring the Beneficial Malaysia-Qatari Partnership

According to the statement issued by the Malaysian Ministry of International Trade and Industry on February 23, 2004, the Malaysian Trade and Investment Mission to West Asia will select Qatar as its first destination followed by UAE and Saudi Arabia.[50] The delegates are made up of 90 representatives from Malaysian government agencies and companies to explore avenues for expanding cross border trade and investment.

MITI added that this mission was part of Malaysia's efforts to strange then economic ties with the OIC. Many programs are being pursued to expand trade and promote other forms of economic cooperation. Concurrently, Malaysia is also undertaking measures to tie the bilateral trade and economic relations with individual OIC countries.

Since the establishment of a diplomatic relation some 20 years ago, Malaysia and Qatar have been working very close to address many issues, especially those effecting the Muslim community. Both countries champion the interest of developing countries in multilateral trade negotiations under the WTO. In particular, it is essential that the key elements of the Doha Development Agenda are accorded the proper priority to ensure that the concerns of developing countries will be a major part of the WTO work program. Better market access opportunities for developing countries and technical assistance for capacity building are among the needed solutions and should take precedence over issues that mainly benefit the developed countries.

On the eve of the 51st anniversary of Malaysia's independence on August 31, 2008, the Malaysian Ambassador to the State of Qatar, Dato' Shahrul Ikram invited Qatari companies to take the huge opportunities available in Malaysia to invest and told Malaysian businessmen to make use of the prospects in Qatar. According to him, bilateral trade between Qatar and Malaysia was relatively small but was growing. The total bilateral trade between Malaysia and Qatar for 2007 was QR 1.1b bn, a "huge jump" from the figure of QR 613 mn in 2005.[51] The ambassador added that in 20007 alone, the total value of project awarded to Malaysian companies was about QR 4.8 bn.[52] According to him, the two countries last month signed an agreement on avoidance of double taxation and this could further boost business relations. Although Qatar currently has two projects in Malaysia-Asian Islamic Finance, of which the Qatar Investment Authority has 60% equity,[53] no individual Qataris having investment in Malaysia.

[46] Ibid.
[47] The Embassy of the State of Qatar in Kuala Lumpur, op.cit.
[48] Ibid.
[49] Ibid.
[50] The Official Portal of the Ministry of International Trade and Industry, Malaysia. 2004. "Malaysia- Qatar Business Opportunity". Kuala Lumpur: Ministry of International Trade and Industry. February 23, 2004. http://portaluat.miti.gov.my/cms/content.jsp?id=com.tms.cms.article. A…
[51] Arvind Nair. 2008. "Envoy Invites Qataris to Invest in Malaysia", in Gulf Time, August 31, 2008.
[52] Ibid.
[53] Ibid.

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In his interview with Gulf Times, the Malaysian Prime Minister Tun Abdullah Ahmad Badawi described Malaysia-Qatari relations as "good", with "the participation of Malaysian companies in Qatar especially in the development of infrastructure". According to Tun Abdullah, the Malaysian economy was doing well despite the international economic crisis. He added that the Malaysian banking sector is strong and resilient, and Malaysia also taken several steps to strengthen the domestic economy and to increase consumption.[54] He concluded his interview by calling for cooperation between Qatar and Malaysia to establish and operate common standards and common practices for all Islamic banks in the Muslim world and for any Muslim bank operating in non-Muslim countries.[55]

The Qataris and Malaysian governments have showed and demonstrated their keen desire to boost economic cooperation through the participation of several businessmen from both countries in the 'Malaysia-Qatar Business Forum' held at the Ritz-Carlton Hotel in Doha on January 21, 2009.[56] The signing of memorandum of understanding (MoU) and exchange of agreement papers between the officials of the premier companies of the two countries were witnessed by the Chairman of the Qatari Businessmen's Association (QBA) HE. Sheikh Faisal bin Qasim al-Thani and the Malaysian Prime Minister at the time Tun Abdullah Ahmad Badawi.[57]

The second MOU was signed by Qatari Diar's CEO Mr. Ghanim bin Saad al-Saad and Zecon Berhad's CEO-cum-Managing Director Dato' Hj Zainal Abidin Hj Ahmad, stipulates that a business relationship under which Zecon Bhd will provide services for Qatari Diar's construction projects. According to a Zecon Bhd, the MoU between two premier companies enhanced business relationship and will bolster cooperation between Qatar and Malaysia, and Qatar will benefit from Malaysian expertise in civic engineering, building construction, infrastructure and property development through several Qatari Diar projects.[58]

An exchange of joint venture saw agreements between Sime Darby Engineering Sdn Bhd of Malaysia and Al-Mana Trading Company W.L.L. of Qatar witnessed by HE Sheikh Faisal and Tun Abdullah. In his welcome address HE Sheikh Faisal said: "QBA is happy to participate in this special event which aims to boost economic integration and exchange of investments between two countries". According to him, such initiatives will help our business and contribute to the development of the private sector which will lead to more progress and prosperity in the future," he remarked. In turn, Tun Abdullah provided an overview of the state of the Malaysian economy, detailing its strengths and that of Malaysia's business environment. He pointed out that the strong trade relation between Qatar and Malaysia was manifest in the increase of their trade volume from $ 45Mn in 1998 to $503.8mn until November 2008,[59] an impressive increase of 59% from U$ 316.0 million over the same period of 2007.[60]

On May 19, 2009 bilateral trade between Malaysia and Qatar was given a boost with the signing of a trade agreement between the Malaysian Prime Minister Dato' Mohd Najib Tun Abdul Razak and the previous Amir of Qatar His Highness Sheikh Hamad Khalifa al-Thani.[61] Apart from promoting and diversifying trade between the two countries, the objective of the agreement is to facilitate consultation and cooperation in trade and investment related matters. It is believed that Qatar was Malaysia's eighth largest trading partner in West Asia in 2008, with total trade amounting to RM 1.699mn.[62]

On May 13, 2010, the Qatar Investment Authority (QIA) signed a MoU with 1 Malaysia Development Berhad (1MDB) at the Prime Minister's Office in Putrajaya-Malaysia witnessed by Prime Ministers of the State of Qatar and Malaysia.[63] The MoU was signed by Dr. Hussain Ali Al-Abdulla, Board Member-Executive of QIA and Mr. Shahrol Halmi, Managing Director and Chief Executive Officer of 1MDB, on behalf of the respective entities.

This MoU provides a framework for facilitating investment cooperation between the two entities to explore, evaluate and implement investment opportunities in Malaysia, including in the energy sector and a strategic real estate development in the Klang Valley. A Joint Committee will be established between QIA and 1MDB to assess the viability and other commercial aspects of the various investment opportunities to be considered. QIA proposes to invest U$D 5 billion (approximately MYR 16 billion). His Excellency Sheikh Hamad Jassim bin Jabir Al-Thani, Prime Minister of the State of Qatar as well as Vice Chairman and CEO of QIA said, "Malaysia is an attractive investment destination with plenty of

[54] Ibid.
[55] Ibid.
[56] Qatar Tribune. 2009. "Qatari, Malaysian Firms in Pact for Realty Project", January 22, 2009. http://www.qatar-tribune.com/ print.asp? p_name=first &news_num=1.
[57] Ibid.
[58] Ibid.
[59] Ibid.
[60] Pejabat Perdana Menteri Malaysia. 2009. "Speech of Dato' Sri Abdullah Bin Haji Ahmad Badawi at the business forum Malaysia-Qatar business opportunities. Putra Jaya: Koleksi Arkib Ucapan Ketua Eksekuti. Doha, Qatar, January 21, 2009.
[61] New Straits Times Newspaper. 2009. "Najib, Emir Witnesses Malaysia-Qatar Bilateral Trade Agreement", Kuala Lumpur, News Strait Times, May 20, 2009.
[62] Ibid., http://www.nst.com.my/CurrentNews/NST/Wednesday/News Break/20090520154807/Article/Index.
[63] 1 MDB Press Release. 2010. "Qatar Investment Authority Signs memorandum of Understanding with 1 Malaysia Development Berhad." Putrajaya, May 14, 2010. http://.1mdb.com.my/press-release/qatar- investment-authority-si...

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opportunities to consider and explore, and this MOU allows us to bring both our countries closer together to create mutual economic benefits for future."[64]

Dato' Sri Mohd Najib, Prime Minister of Malaysia and Chairman of the Board of Advisors of 1MDB, said, "We welcome the partnership between Malaysia and Qatar based on a mutual long-term vision for sustainable economic development. It comes at an opportune time when we are looking out for new sources of growth with high multiplier effects on the economy."[65]

On January 28, 2011, the Qatari Crown Price at the time, Sheikh Tamim bin Hamad Al- Thani, in a meeting with the Malaysian's Prime Minister Dato' Sri Mohd Najib who is visiting Qatar. During the meeting, they reviewed the bilateral relations between the two countries and ways of supporting and developing them.[66]

On his next visit to Malaysia on December 5, 2011, the Qatar Prime Minister at the time, His Excellency Sheikh Hamad Jasim al-Jabir Al-Thani, in his meeting with the Malaysian Prime Minister, both countries agreed to inject U$2 billion joint investment fund and the signing of economic cooperation agreements in the field of tourism and higher education.[67] In that meeting, Sheikh Hamad suggested that Malaysia should open up a national showroom in Doha, to serve as an impetus to attract investment to which the Malaysian Prime Minister agreed.[68]

At the national level, The Malaysian Prime Minister pointed out the possibilities for closer cooperation within the country, including investment opportunities in the Iskandar region in the Johor's state and the possible development of Langkawi. As Dato' Sri Mohd Najib added that the commitment to implement the Economic Transformation Programme means there are greater investment opportunities for Qatar." Say Dato' Sri Mohd Najib.

Meanwhile, the Qatar Prime Minister noted that the increase in trade for both countries, which expanded by almost 200 percent to Rm.3.3 billon in the first nine months, was a sign of a strong relationship.[69] Economic cooperation between the two countries has grown rapidly, especially over the past five years. For instance, the Qatar Investment Authority (QIA), a part-owner of the Pavillion REIT, has recently raised RM 710 million in an initial public offer (IPO) on Bursa Malaysia. Sheikh Hamad concluded his visit to Malaysia by witnessing a memorandum of understanding with 1 Malaysia Development Bud (IMDB) which indicated that QIA will participate in a U$ 5 billion investment plan in the property and energy sectors.[70]

In January 28, 2013 , the Vice Chairman of Qatar Holding LCC , Mr. Hussain Ali Abdullah in his visit to Kuala Lumpur said that Qatar may invest up to U$ 5 billion in the next three or four years into the Pengerang Integrated Petroleum Complex in the southern state of Johor".[71] This Pengerang Petrochemical complex aimed at transforming the Southeast Asian nation into a global hub for the oil and gas trade. It is expected will be able to accumulate 170 billion Malaysian ringgit ($55.84 billion) in investments by the time it begins operations in 2016. The complex includes the 60-billion-ringgit Petron as Refinery and Petrochemicals (RAPID) project by state-owned oil firm Petroleum Nasional Berhad.[72] In addition to this type of investment, Qatar Holding has spent 100 million ringgit in 2012 to establish itself as a cornerstone investor in agricultural commodities firm Felda Global Venture Holding Bhd. According to Vice Chairman of Qatar Holding that Qatar Holding's total investment exposure to Malaysia will eventually exceed US 10 billion in various sectors.[73]

On June 15, 2013, The Sarawak Chief Minister, Pehin Sri Abdul Taib Mahmud received a business delegation from the State of Qatar led by Mr. Remy Rowhani, the director of Qatar Chamber of Commerce together with Abdel Mustafawi, Masraf al-Rayan Group chief executive officer,[74] expressing interest in starting halal food ventures in the state of Sarawak. The CEO al-Rayan Group, Mr. Feizal Ali and senior manager Mr. Azaidi bin Mohd Lazim, said to the chief minister Pehin Sri Taib that the shareholder from Saudi Arabia, where the financial institution has large operations, would also be "very interested in heavy industry investment."[75]

According to Chief Minister of Sarawak, the Sarawak government in 2012 was able to attract U$ 10.6 billion in foreign direct-investment making Sarawak the second state after Johor.[76] Sarawak is well known for its investment opportunities. According to Pehin Sri Taib, foreign investors will come once they have a better understanding about us. As we embark on more development and create more investment opportunities, it is very important that such information be spread

[64] Ibid.
[65] Ibid.
[66] The Free Library by Farlex. 2011. "Qatari Crown Prince Holds Meeting with Prime Minister of Malaysia", Doha, January 29, 2011. http://www.thefreelibrary.com/Qatari+Crown+Prince+Hold+ Meeting with Malaysian Prime Minister…
[67] From Wikipedia, the Free Encyclopaedia. Malaysia-Qatar Relations. See also Qatar Financial Centre, "Qatar and Malaysia Set Up Fund". December 2011. Retrieved January 16, 2014.
[68] See Property Guru Malaysia "Malaysia, Doha in RM billion Joint Venture".
[69] Ibid.
[70] Ibid.
[71] Reuters New Agency. 2013. "Qatar to Invest $5 Billion Into Malaysia Petrochems Complex". January 29, 2013. http://www.reuters.com/article/2013/01/29/malaysia-qatarholding-id...
[72] Ibid.
[73] Ibid.
[74] BORNEO POST Online. 2013. "Qatari Investors Coming Closer to Major Serawak Deals". June, 26, 2013. http://www.theborneopost.com/203/06/qatari-investors-cming-cl...
[75] Ibid.
[76] Ibid.

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widely for foreign countries to underst and have confidence in us.[77]

The Chief Minister also mentioned that the heavy industries complex already set up in Samalaju Industrial Park, a growth north of the Sarawak Corridor of Renewable Energy, and has attracted RM 4 billion investment.[78]

Although no details have been released on what have been agreed with the Qatar investors, nevertheless, it is anticipated that the foreign investment will target one of the next two mega-dams Sarawak, the Murum and the Bakum Dams, in addition to Baram and Baleh dams. The Chief Minister revealed to the audience that the completion of these two proposed dams, along with Murum and the already operational 2,400-megawatt (MW) Bakun dam, would generate about 6,000MW of clear energy for the state.[79]

According to him, outside financing was necessary, the state of Sarawak feels confident in the formula that has been developed to attract investment subscriptions, noting that the Murum dam project received numerous subscriptions under this programme. He added, if one thing can be for certain it is that Qatar wants to move, and move in big. The State of Sarawak looks likely to receive them with open arms.[80]

On January 7, 2014, The King of Malaysia Almu'tasimu Billahi Muhibuddin Tuanku Alhaj Abdul Halim received the credentials of HE Issa bin Mohammed Al-Mannai as the new Qatar Ambassador Extraordinary and Plenipotentiary to Malaysia. During the meeting, HE Ambassador Al-Mannai conveyed the greetings of the Amir of Qatar, His Highness Sheikh Tamim bin Hamad Al-Thani and his wishes of best of health to the King of Malaysia and further progress and prosperity to the Government and people of Malaysia. For his part, King Abdul Halim entrusted HE the Ambassador to convey his greetings and wishes of best of health to His Highness the Amir of the State of Qatar. At the same time also, the King of Malaysia wished HE the Ambassador Al-Mannai success in his new mission and assured him of providing all the support to upgrade the bilateral relations to closes cooperation in various fields between two countries.[81]

Realising the close relation between two countries, on July 30, 2015, the new Amir of the State of Qatar, His Highness Shaikh Tamim bin Hamad Al-Thani met the Malaysian Prime Minister, Dato' Sri Mohd Najib Tun Abdul Razak in Putrajaya-Kuala Lumpur, and both leaders have focused their discussion on strengthening bilateral relations and to enhance ways of further bolstering joint cooperation in all fields.[82]

In an interview with Bernama news agency , Qatar Ambassador to Malaysia, HE Issa Mohamed Al-Mannai stated that due to Malaysia's open and stable economic environment, its active role in the Association of Southeast Asian Nations, as well as the country's strategic location were among the factors that would continue to attract investors to the country.[83]

Al-Mannai told Bernama that economic conditions fluctuate because of various factors. There is hope that the current situation will pass and the world economy will get back on its feet again." [84] The Ambassador added that the Qatar Investment Authority (QIA) was always looking for opportunities in Malaysia that were of interest and beneficial to it. As an example, he referred to Qatar's investment at the Banyan Three Signatures Pavilion Kuala Lumpur, a partnership between Pavilion Group and the Qatar Holding LCC, where the Pavilion Group's unit represented by Lumayan Indah Sdn Bhd, the developer of the project, has a 51% stake and Qatar Holding 49%. The envoy also said there would also be more investments in similar icons in the future for tourists, as this is also something important on a friendship basis.[85] The Ambassador Al-Mannai also expressed his hope that the new luxury beachside resort, Movenpick Resort & Spa Chendering in Terengganu, through joint company, Success Diar Sdn Bhd, would be completed by the end of 2016. The Success Diar is a joint company between Success Circle Sdn Bhd, a leading private investment company, and Qatari Diar Asia Pacific Ltd, a subsidiary of Qatari Diar Real Estate Investment Company, which is the investment arm of the QIA.[86] As the State of Qatar at the moment is on the preparations for the 2022 FIFA World Cup and the Ambassador encouraged Malaysian companies to be part of this development.

IX. Future Partnership Platform for Bilateral Relation

The bilateral relation between West Asia and Malaysia has formerly been focusing on politics and finance. With current trade progress between West Asia-Malaysia as well as Southeast Asia, the opportunity to a new era of cooperation seems promising. In particular the ancient silk and spice routes is believe to help

[77] Ibid.
[78] Ibid.
[79] Ibid.
[80] Ibid.
[81] Malaysian Ministry of Foreign Affairs. 2014. "Malaysian King Receives Credentials of Qatar's Ambassador". Kuala Lumpur: Wisma Putra, January 8, 2014.
[82] Bahrain News Agency. 2015. "Qatar-Malaysia Relations Discussed". Manama: Bahrain News Agency, July 31, 2015.
[83] The Malaysian Insider. 2015. "Malaysia Can Still Draw Investors Despite World Economic Challenges". Kuala Lumpur: The Malaysian Insider, September 12, 2015. http://www.themalaysianinsider.com/business/article/malaysia-can-stil...
[84] Please refer to http://etp.pemandu.gov.my/Related_Stories-@Qatar-;_Malaysia_can_s...
[85] The Malaysian Insider, op.cit.
[86] Ibid.

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restore current trade and investment flow between West Asia and Muslim countries in Southeast Asia.

During Malaysian former Prime Minister, Tun Dr. Mahathir tenure, effort were made in promoting greater economic cooperation and trade relations among the Muslim countries. Like the early Muslim who were great traders, he said, Malaysia believes in free trade and has established an Islamic financial system to enable Muslim to enjoy the benefits of modern financial system.[87] He had hoped that the rich nations of the West Asia and Gulf countries would be willing to work within bilateral and multilateral frameworks for the economic betterment of the Muslim Ummah as a whole.

We define "Muslim Ummah", or "Ummah" in particular as brotherhood of Islam, in which economic context is concern, refers to the business and investment network between Muslim countries or individual investors from those countries. "Ummah" is "collective nation of states", "community of the Believers" or "brotherhood of Islam". The phrase Ummah Wahidah in the Qur'an (the "One Community") refers to the entire Muslim World unified.[88]

a) The Rationale for an Ummah Network

The proposed "ummah network" is an 'informal set-up' and remain as a virtual network. Informal in this context refers to "unbound" by explicit agreement between nation-state". Therefore, this network is unbound by sovereign borders, hence providing this network with virtually unlimited space for expansion, and the focus of this network should be on trading and investment partnership among members of OIC.

To some extend, this ummah network should be initially bound by religious belief, but this boundary could be faded away due to integration with other formal and informal global network. The rationale is that greed has become so embedded in human civilization, especially in developed countries which mostly consists of non-Asian countries. The eagerness to dominate and maximized self interest have been so strong that it is very likely endangering the existence of mutual benefit of a "strong-weak" partnership.

Each of the Western Asia and Gulf countries including Malaysia, Indonesia and Brunei (the Malays World of Southeast Asia) are considered as "weak" as individual country but are "strong" as partner-unit. Trade and investment negotiation between the ummah partnership with individual developed countries or strong economic bloc like the European Union could be fairer, allowing greater potential and sustainable partnership to be establish.

Hence, the formation of ummah network should be viewed as catalyst for free trades and global partnership in investments, not vice versa. Importantly, ummah network should also be a catalyst for trade and investment partnership among its members. It will speed up the development of member countries.

Malaysia's position as a Muslim country with close socio-cultural affinities to the West Asia region can play the role to kick off this virtual concept of ummah network. To "move" the ummah network from its "motionless" state, change are required. To gather such a big commitment, it needs politically construct push mechanism. Muslim countries of West Asia, Gulf countries, Malaysia, Indonesia, and Brunei need to publicly affirm their encouragement for an ummah partnership that seek mutual helping hand and not preparing window opportunity for self-centered agenda among Muslim countries. The non-Muslim countries should also be welcome to join the network if they are seeking mutual benefit partnership and not exploitation.

Over the years, Malaysia has been well involved with active bilateral and multilateral ties involving both developed and developing countries at the regional and international levels; there is no reason for the current government to change that policy. In short, pragmatism will continue to dominate Malaysia foreign policy in matters pertaining to Malaysia's interest abroad.

In addition to that, the country's ties with the Muslim world and its strategy to expand its economic relation with the Muslim countries might boost Malaysia's bilateral relation with the West Asian and Gulf countries. Statistics and empirical facts showed that Malaysia-West Asia and Gulf economic ties are sustained by the current investment in oil and gas, trade, constructions sectors and not forgetting the expatriate dynamics, which pave ways for greater synchronization of economic interest. Other key sectors which are seen as comparative an advantage to each other include Islamic banking services, Tourism sector, education, Halal market, and many other.

b) Islamic Banking Services

Malaysia is aggressively involved in the promotion of the Islamic Capital Market. Globally, it is estimated to be worth U$ 200 billion and offer potential growth spectrum of 10 to 15% annually. It is imperative that Muslim countries, particularly from West Asia-Gulf region to work together with the Southeast Asian Muslim countries to ensure continued development of the global Islamic Capital market.

Locally, Malaysia's Islamic capital market is growing rapidly. Shari'ah compliant stocks represent 81% of the total listed shares on the stock exchange Islamic bonds accounts for 38% of total corporate bonds outstanding in the country.[89] With the growing demand of the Islamic financial services from Muslim

[87] Mahathir Mohamed. 2000. Islam and the Muslim Ummah. Kuala Lumpur: Pelanduk Publication, p.52.

[88] Wikipedia. 2008. Ummah Retrieved October 17, 2008. http://en.wikipedia.org/wiki/Ummah.

[89] Malaysia's Ministry of International Trade and Industry. 2004. "Ma;aysia-Qatar Business Opportunities", Doha, Qatar ,Monday, 23 February 2014.

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investor, traders as well as consumers, numbers of banking and financial institutions from Malaysia have penetrated into the West Asia, Gulf countries and vice versa. Malaysian bankers such CIMB Islamic Bank Berhad and Maybank are among the players going into the GCC region Islamic financial hub such as Bahrain, Kuwait and Qatar, providing Islamic financial services.

It is believed that the contributions of Islamic banks from West Asia and Gulf region such as Al-Rajhi Bank, Kuwait Financial House and many others in enhancing the competitiveness of Islamic banking sector but also play the role of attracting more investment from other renowned Islamic banks from Muslim countries globally. Despite allowing selected Islamic banks to invest and operate in Malaysia, there is not much effort to further liberalize the Islamic banking. Therefore, any breakthrough in liberalizing and developing this sector shall need commitment of belief, in which can be provided through ummah network that operate based on trust and mutual benefit. Besides, the ummah network can act as an enhancement to existing global partnership like Islamic Development Bank (IDB) and International Islamic Trade Finance Corporation (IFTC).

At the moment, a number of West Asia and GCC countries companies, such as Al-Rajhi Bank, Kuwait Financial House, Qatar General Insurance and Reinsurance Company (QGIR) have operated their services in Malaysia. Al-Rajhi Bank and Kuwait Financial House are among the well known GCC's bank providing Islamic banking services in Malaysia . The existence of Labuan International Offshore Financial Centre (IOFC) which established in 1990 by Malaysian Government is another avenue for West Asia financial investors. This IOFC Labuan offers a wide range of financial products and services internationally including banking insurance, trust services and fund management with the Labuan Offshore Financial Services Authority, and the Qatar government has made a secondary listing of U$ 700 million Trust Certificates (Sukuk) on the Labuan International Financial Exchange (LFX) in the year 2004. [90] Malaysia welcomes a bigger presence from Qatar in the Malaysia's financial market.

c) Halal Market Within Muslim Countries

The demand for halal products is ever increasing and expected to continue with the increasing Muslim population all over the world. The great success of minority population in Southern Thailand in exporting halal products all over the world has drew both envy and encouragement to Malaysia in aggressively developing its halal market. The Malaysian government see its potential but massive effort and investment are still needed to success. In the recent Economic Development Plan, Malaysian government has allocated more than RM 100 million for the development of halal product industry by establishing Halal Parks as a part of Malaysia's Halal Hub framework. [91]

The Halal industry is a rapidly expanding business now reaching 1.8 billion consumers worldwide and worth to be estimated at U$ 2.1 trillion. [92] Within the West Asia market, the Halal industry is estimated to be worth more than U$ 20 billion. [93] Muslims awareness on their obligation to consume products based on Islamic requirements also contributes greater demand for halal food and non-food products. Importantly, the halal market does not focus on Muslim countries only; however, non-Muslim countries also provide huge potential for the halal products. Malaysia, now is looking forward to facilitate a one-stop center for activities related to halal industries. These activities include inspection, certification, R&D, analysis, legislation, enforcement, sampling and laboratory facilities, marketing, management, consumerism, reference, education, information technology and networking. In the mean time, Malaysia now has a Showcasing Mart in Dubai that promotes products from Malaysia's SMEs to buyers in the West Asian region and promoting Malaysian processed Halal foods and beverages.

Currently, many global alliances have been established such as International Halal Integrity Alliance (IHI). It is an international non-profit organization, created to uphold the integrity of the halal market concept in global trade through certification, collaboration and membership. There is also the World Global Forum which act as a focal point for global halal industry to discuss, collaborate and promote industry-specific issues and not forgetting the Organization of Islamic Conference's Trade Preferential System (OIC-TPS) that aimed to create a world free trade zone for Muslim countries.

d) Higher Education

Malaysia is fast becoming a major centre for education in the Asian region. As a Muslim country which socio-cultural closely affiliates to the West Asia region it is well positioned to enhance cooperation in social and educational areas.

Malaysia offers quality higher-education at affordable prices. In addition to locally developed programmes that are internationally recognized, a

[90] Ibid.

[91] Asmak Binti Ab Rahman and Mohd Fauzi bin Abu Hussin. 2010. " GCC Economic Integration Challenge and Opportunity for Malaysian Economy", in Uluslararasi Sosyal Arastirmalar Dergist(The Journal of International Social Research.

[92] Har Wai Mun, Lam Zheng Ling ,Liew Khai Yi. 2009. " Malaysia-West Asia Relations and Foreign Direct Investment: Proposal for an Ummah Network based on Social Capital Market", in The Journal of International Social Research, Vol.2/6, Winter 2009.

[93] International Halal Integrity Alliance(IHI).2008a. Tapping the Halal Market. Retrieved November 16, 2008, from http://www.ihialliance.org/news/129-tapping-thehalal-market.html.

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number of Malaysian universities and colleges also provide twining programmes with foreign universities.

There has been a tremendous increase in the number of students from West Asia region studying in Malaysia, with current estimate of more than 39,577 in 2003, and 31,288 of those students studied at higher learning institutions. [94] The number of West Asian student currently studying in Malaysia is more than 10,000. Fortunately, the government of Qatar is giving added emphasis to education for its citizens. Malaysia invites students from Qatar to pursue their higher education in Malaysia as an alternative to studying in the Western countries.

e) Tourism

Malaysia is well known as a tourist destination. Since 2001, Malaysia has been actively promoting tourism with the Muslim countries. Malaysian government through Ministry of Tourism has highly strived to drew tourists from West Asian and Gulf countries.

Tourism is a "subjective" matter, meaning that choice of tourism destinations still being heavily influence by philosophical factor including cultural and religion bonding. Hence, enhancing the ummah bonding could increase the attractiveness of tourism. Hospitality industries in Malaysia, especially hotels follow halal requirements in their operation making them more tourists friendly to Muslim visitors. Similar case applies to Malaysian Muslim tourists when they visit West Asian countries. According to Professor Har Wai Mun this type of tourism is termed as *"halal tourism"*,[95] in which growth due to the both pull and push factors. He defined push factor as difficulties to obtain visa for West Asian people to visit the West, thus is should be addressd within the ummah network but much detail cooperation from tourism services(airline, hotels, food and beverages) to finance need to be sorted out collectively especially in funding it.[96]

The Malaysian government efforts in attracting foreign tourist so far has been quite successful. In 2003, alone, 10.6 million tourists from all parts of the world visited Malaysia. Total arrivals from West Asia was 80,216. [97] In 2013 Qatar tourist who have visited Malaysia were 7264 in number. On 17 October 2010 the Qatar Tourism Authority (QTA) completed its Asian Road show in Kuala Lumpur at Rizt Carlton. QTA has met more than 65 leading tourism and trade professionals in Kuala Lumpur to boost awareness for Qatar's destination, particularly the MICE (meetings, incentive, convention, exhibition), sport, culture and upscale leisure tourism area.

Qatar Tourism Authority chairman, Mr Ahmed Al-Nuaimi stated that: "the objective of this road show throughout Asia is to strengthen our ties and build new relationship with the tourism and travel professionals in Malaysia including the delegates from other major cities participating in the tour. Through this road show we aim to build network facilitating future businesses in tourism between the state of Qatar and Malaysia". Mr Al-Nuaimi added that Qatar and Malaysia are also two countries that have strong diplomatic relations, and share the same common views affecting the Muslim world".

Malaysia is a haven for shopping for a wide range of products including branded items and exquisite local products. A variety of leisure and recreational activities as well family entertainment are also available. In fact, record indicated that tourists from West Asian and Gulf countries have increased almost 100 percent during the 10 years period. It shows that Malaysia has become a favorite holiday destination for many tourists from all parts of the world.

According to the Minister of the International Trade and Industry, Malaysia welcome Qatar citizens to participate in 'Malaysia-My Second Home' Programme, a programme organized to encourage foreigners to stay in Malaysia. The programme applies to all citizens with no age limit and participants can also bring along their dependents. Those who qualify can stay in Malaysia as long as the social visit pass with a multiple entry visa permits.

f) Oil and Gas

Spearheaded by PETRONAS (the national petroleum company), the oil and gas sector has been a major contributor to the Malaysian economy. This sector has spawned a large number of companies involved in the upstream and downstream operations. Many are already offering their services overseas and among their activities include logistics, environmental management; infrastructure development, refineries, petrochemical plants; engineering and fabrication, production chemicals, and customized components.

The Qatar Investment Authority (QIA) aware of the importance of cooperation in the energy sector and as well as other strategic sectors, and for that reason QIA signed a MoU with 1 Malaysia Development Berhad (1MDB) at Putrajaya on May 13, 2010. This MoU provides a framework for facilitating investment cooperation between the two entities to explore, evaluate and implement investment opportunities in Malaysia, particularly in the energy sector. On January 28, 2013, the Vice Chairman of Qatar Holding LCC, Mr. Hussain Ali Abdullah in his visit to Kuala Lumpur said that Qatar may invest up to U$ 5 billion in the next three to four years into to the Pengerang Integrated Petroleum Complex in the southern state of Johor. This aimed to transform the Southeast Asian nation into a global hub for the oil and gas trade which is expected to be able to

[94] The Malaysian Ministry of International Trade and Industry, op.cit.
[95] Har Wai Mun, and other, Malaysia-West Asia Relation, op.cit.
[96] Ibid.
[97] The Malaysian Ministry of International Trade, op.cit.

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accumulate MR 170 billion (U$ 55 .84 billion) in investments by the time it begins operation in 2016.

X. Conclusion

Malaysia current policy towards West Asia is on the right track and therefore there is no hurry for a change. Political relations are good with all the countries in the region and there is no critical issue that may disrupt this relationship. Domestically, there is no pressure from Malaysia's domestic constituencies to revise or alter the existing foreign policy towards the West Asia.

Malaysia is best defined as a broad-based economy led by the manufacturing sector. Other key sectors that contribute to the economy include agricultural, services, ICT and oil and gas. Companies from West Asia can look for relevant partners in Malaysia for a wide range of business activities.

Due to the ease of doing business in Malaysia, West Asian businessmen can be assured that they are dealing with a country that is stable and pro-business government. Malaysia also offers a conducive business environment with sophisticated and well-developed supporting services such as finance, banking, telecommunication and transportation.

Malaysia's international relation is a hidden resource to many global partners but it offers great impact to drive economic growth. However, this hidden treasure has been treated as an endogenous variable in various economic modeling, in which it would not explicitly being captured by the model nor utilized in the real world. Thus, this conceptual study on international relation between Malaysian and West Asia possess the possibility of establishing a virtual but powerful ummah network which could bring mutual benefit to all participating countries.

The growing economic link between the West Asian countries and Malaysia represents the increasing economic ties among the Muslim countries. In the meantime, as the West Asian countries are expanding their economic and strategic relation with Southeast Asia, Malaysia is seen as a potential market for the West Asian countries to explore various opportunity in order to diversify their trade portfolios and partners in Southeast Asian countries and vice-versa. Nonetheless, the development of Malaysia-West Asia economic relation faces few challenges which must be recognized and addressed.

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The Local and the Universal Dialectic in Brazilian Modernism

By Isabela Chaves Silva

Abstract- This article aims to take up some important points in Antonio Candido's "Literature and Culture from 1900 to 1945", published in 1950. In it, Candido highlights how the dialectic of the local and the universal is the law that guides all Brazilian cultural life and which solutions Brazilian Modernism, in its different moments and in different forms, finds to deal with the impasse of the problematic coexistence of the two poles, the particular and the cosmopolitan, in national life.

Keywords: local. universal. dialectic. particular. cosmopolitism. antonio candido. modernism. brazilian literature. culture.

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The Local and the Universal Dialectic in Brazilian Modernism

Isabela Chaves Silva

Abstract- **This article aims to take up some important points in Antonio Candido's "Literature and Culture from 1900 to 1945", published in 1950. In it, Candido highlights how the dialectic of the local and the universal is the law that guides all Brazilian cultural life and which solutions Brazilian Modernism, in its different moments and in different forms, finds to deal with the impasse of the problematic coexistence of the two poles, the particular and the cosmopolitan, in national life.[1]**

Keywords: local. universal. dialectic. particular. cosmopolitism. antonio candido. modernism. brazilian literature. culture.

Introduction

This article seeks, from Antonio Candido's[2] texts, to make notes about the local and the universal dialectic, more specifically in the period of Modernism. In his text "Literature and Culture from 1900 to 1945", Antonio Candido[3] explains that it is possible to say that the dialectic of localism and cosmopolitanism is the law that drives the entire development of Brazilian cultural life, presenting itself in various ways. However, while this dialectic takes different forms in different periods and artists, it is certain that what has been best produced in the country in terms of art points to the balance between these two trends, the local and the universal.

This dialectic indicates a tension between the local matter, which appears as content, and the forms of expression inherited from Europe, given our colonial condition. The confrontation of the mismatch between the singularities of our environment, customs and history, and the European cultural models was present among us since Gregório de Matos[4], in the seventeenth century, until Mário de Andrade[5], in the twentieth century.

One of the expressions of the dialectic of localism and cosmopolitanism concerns our dependence on Portugal. At first we did not differ spiritually from the metropolis and, as we became aware of our peculiarities, we began to counteract them for self-definition. The highlight of this rebellion was the political Independence and the romantic literary nationalism, in which the Portuguese values were strongly denied.

Candido emphasizes the two periods in which the literary particular is mreaches its peak: Romanticism, between 1836 and 1870, and Modernism, between 1922 and 1945.[6] The particular is m of the romantics turned against the influence of Portugal, by defending what was our specificity.

The modernists, on the other hand, did not have to wage this war against Portugal because its influx into Brazil no long erexisted, causing the former rebel liousness to weaken.

The particularism of the modernists stood against the academism established in the first quarter of the century. Between 1900 and 1922, there is a "literature of permanence" that, in relation to the post-romantic phase, which goes from 1880 to 1900, did not advance at all, just formulating and maintaining what was produced in this previous period. Its writers sought, through copying, to achieve balance, harmony, and a literature that seemed European. Among them there was no concern with the artistic form or the desire for literary renewal: they were fine with the idea of not developing in

Author: e-mail: belinha_ch@hotmail.com

[1] Master in Literary Theory and Literatures by the University of Brasilia, Brazil, in there search line "Dialectic Literary Criticism". Email address: belinha_ch@hotmail.com.

[2] Dilva Frazão highlightsthat "Antonio Candido (1918-2017) was a Brazilian sociologist, literary critic, essayist and teacher, central figure of literary studies in Brazil. Author of "Formation of Brazilian Literature", fundamental book for those who want to understand Brazilian literature."FRAZÃO, Dilva.Antonio Candido: sociólogo e crítico literário brasileiro. EBiografia. 2019. Owntranslation. Availableat: https://www.ebiografia.com/antonio_candido/.

[3] The version of the text by Candido that was read to write this article was the original one, in Portuguese, whose data are as follows: Literatura e cultura de 1900 a 1945. *Literatura e sociedade*. 9 ed. Rio de Janeiro: Ouro sobre azul, 2006, p. 117-144. The book wastranslatedintoEnglishby Howard Becker withthefollowingtitle: Antonio Candido: OnLiteratureandSociety.

[4] As Frazão points out, "Gregório de Matos (1636-1695) was the greatest poet of the Brazilian Baroque. He developed a loving and religious poetry, butstood out for hissatirical poetry, criticizing the society of the time, receiving the nick name 'Boca do Inferno' (in English: Hell's Mouth)." FRAZÃO, Dilva. Gregório de Matos: poeta brasileiro. EBiografia. 2019. Own translation. Availableat: https://www.ebiografia.com/gregorio_matos/.

[5] Still according to Frazão, "Mario de Andrade (1893-1945) was a Brazilian writer. He published "Pauliceia Desvairada", the first book of poems of the first phase of Modernism. He studied music at the São Paulo Conservatory. He was an art critic in newspapers and magazines. He had an important role in the implantation of Modernism in Brazil. His novel "Macunaíma" was his maximum creation, taken to the cinema. Ibid. Available at: https://www.ebiografia.com/mario_andrade/.

[6] Literatura e cultura de 1900 a 1945. *Literatura e sociedade*. 9 ed. Rio de Janeiro: Ouro sobre azul, 2006, p. 119.

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anything the literature made so far. Grammatical purism, empty rhetoric, attachment to form, and superficiality set the tone of this phase.

The modernists of 1922 found two strands, the symbolist idealism and the academic naturalism, and broke with both, especially the first. Regarding the first strand of thought, Candido states that:

> Como vimos, este era sobretudo uma conservação de formas cada vez mais vazias de conteúdo, uma tendência a repisar soluções plásticas que, na sua superficialidade, conquistaram por tal forma o gosto médio, que até hoje representam para ele a boa norma literária. Uma literatura para a qual o mundo exterior existia no sentido mais banal da palavra, e que por isso mesmo se instalou num certo oficialismo graças, em parte, à ação estabilizadora da Academia Brasileira [...] As letras, o público burguês e o mundo oficial se entrosavam numa harmoniosa mediania.[7]

Modernism breaks the separadigms and initiates a new phase of the local and the universal dialectic. The Europeanization of the Indian, the idealization of the caboclo, the affectation with which nature was described, the alienation in relation to them is cegenation under go a process of resignification. Also, “historical, social and ethnic repressions” [8] are freed and acquire their own literary expression. The black and the mulatto were now subjects of study and sources of inspiration, the obstacles and risks of the tropical natural environment were valued, and primitivism was no longer seen as a problem but as enchanting.

In theareaof formal inquiry,the modernists of 1922 were partly inspired by the French and Italian literary vanguards.They endeavored to devise a vigorous national literary expression (particular tendency) through foreign formulas initially (universal tendency).

The issues that impelled the European avant-gardes could already be found in part here as well, which distinguished the character of the foreign borrowing now made from the preceding ones: the industrial outbreak between 1914 and 1918 that altered the pace of the big cities, the strikes between 1917 and 1920 in Sao Paulo and Rio de Janeiro, the creation of the Communist Party in 1922, and the revolution of 1924.In addition, Brazil was closer to the West after World War I due to its greater role in the social and economic problems of the moment and there was a smaller cultural gap compared to Europe.The European avant-garde was also very interested in primitive culture, which was something very strong in Brazil. Thus, Candido emphasizes that "our modernists [...] have shaped both a local and universal type of expression, rediscovering European influence through a dip in the Brazilian debate".[9]

Another major trait of this generation of modernists is their desire to research and interpret Brazil. The iconoclasm of the 1920s paved the way for the vogue of the Northeast novel in the 1930s and a large production of historical and sociological essays, such as Gilberto Freyre's *Casa-Grandesenzala*, Sergio Buarque de Holanda's *Roots of Brazil*, and *Political Evolution of Brazil*, by Caio Prado Júnior.

With Modernism and the period of greatest consolidation of its achievements, the 1930s, it is concluded that:

> fundiram-se a libertação do academismo, dos recalques históricos, do oficialismo literário; as tendências de educação política e reforma social; o ardor de conhecer o país. A sua expansão coincidiu com a radicalização posterior à crise de 1929, que marcou em todo o mundo civilizado uma fase nova de inquietação social e ideológica. Em consequência, manifestou-se uma "ida ao povo", um *V Narod*, por toda parte e também aqui, onde foi o coroamento natural da pesquisa localista, da redefinição cultural desencadeada em 1922.[10]

Therefore, we saw that, in the 1920s and 1930s, there was a commitment of the writers in the construction, in Brazil, of a universal literature, participating in the world problems of its time, but on the basis of the local matter.

Already in the 1940s, aninversionoccursandthe local matterisrejected, investing in formal and interior research.“Regionalist, folkloric, libertine, populist modernism” [11] slows down, and the representatives of the previous decades also reveal greater formal concern and an “antisectarian” yearning. Some of which publish some of their best books in this 1940s: José Lins do Rego, with *Fogo Morto* (*Dead Fire*), and Jorge Amado, with *Terras do sem-fim* (*The Violent Land*), both from 1943, and Carlos Drummond de Andrade with *Sentimento do mundo* (*Sentiment of the World*) and *Rosa do Povo* (*Rose of the People*), from 1940 and 1946, respectively.

The literary production intensified until 1945 due to the editorial boom ofthe 1930s, publishing the new

[7] Ibid., p. 126.“As we have seen, this was above all a preservation of increasingly empty forms, a tendency to repeat plastic solutions that, in their superficiality, have thus conquered the average taste, representing the good literary norm to it to this day. A literature for which the outside world existed in the most banal sense of the word, and that is why it even settled in a certain official is m thanks, partly, to the stabilizing action of the Brazilian Academy […] The letters, the bourgeois public and the official world merged into a harmonious averageness.” (Own translation)

[8] Ibid., p. 127.

[9] Ibid., p. 128-129.Own translation.

[10] Ibid., p. 132. “The liberation of academic is m, of historical repression, of literary officialism; the trends of political education and social reform; the ardor to know the country weremerged. Its expansion coincided with the radicalization after the 1929 crisis, which marked a new phase of social and ideological unrest throughout the civilized world. As a result, a "trip to the people", a V Narod, manifested everywhere and also here, where it was the natural crowning of the localist research, of the cultural redefinition unleashed in 1922.” (Own translation)

[11] Ibid., p. 134.

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and the old authors. The preponderance of the willingness of the former to deny the "ideological" literature has led to a loss of quality in novels and a spread of the formal and psychological research into lyricism. As a result, there was a fragmentation that placed "social" literature on one side and literature with more aesthetic concerns on the other, largely dissolving the concomitance that existed in the 1930s. Politically uneasy writers began to produce in propagandistic form and writers who denied an interested art isolated themselves from social reality.

From this perspective, the 1930s were characterized by "a moment of balance between local research and cosmopolitan aspirations" disconnected again in the 1940s, with "the narrow sectarianism jostling with formalism".[12]

These changes in the literary patterns must be understood historically within the context in which they occurred. Candido shows the circumstances that led to this passage from a literature of interest in the 1920s and 1930s to a literature that separated aesthetic concerns and social concerns in the 1940s: on the one hand the sectarians who produced in a pamphletary sense and, on the other, writers who distanced themselves from social reality.

Given the impossibility of developing the natural and human sciences in Brazil until the 1930s, literature long occupied a central role in national spiritual evolution, filling the gaps in the elementary demands of knowledge about the country and giving shape to thought. Modernism, as a broad cultural movement, favored the broad production of the historical-sociological essay, which sought to know and interpret the country in the 1930s, and the development of educational theory, politics, ethnographic and folkloric studies. Modernism created the conditions for a greater specification of the attribution so each spiritual activity. Thus, from the decade of 1940, the literature was losing its main position. Added to this, the new communicative media emerged, such as radio, cinema, comics.Faced with this new condition of intellectual life, the writers reacted in two ways: or by emphasizing the uniqueness of their field, the artistic, by producing a literature focused only on formal issues, thus addressing a restricted audience; or producing narratives that approached journalistic or radio reporting, which enabled them to compete with the new expressive media.[13]

Still, in the 1940s, innovative writers such as Clarice Lispector appeared, whose debut was in 1943, Guimarães Rosa in 1946, and Murilo Rubião in 1947.

As for the writers of the 1950s, Candido points out that they made the "consolidation of the average", that is, stabilized the achievements of the 1920s even more, making them the language proper to literature. According to the critic, if, on the one hand, "there were fewer eruptions of high creativity," on the other, "there were more good books than at any other time in our fiction."[14] Some of the writers who debuted or matured in these years were: Dalton Trevisan (1959), Osman Lins (1955), Fernando Sabino (1956), Otto Lara Resende (1963), Ligia Fagundes Teles (maturity reached in 1954) and Bernardo Ellis (1956).

According to Candido, from the list above, only Ellis is regionalist, while the others move through the urban universe, "relatively disconnected from a more lively interest in the place, the moment, the customs, which in their books enter in filigree so to speak".[15] He further points out that none of them show concern for ideological issues, which changes a little after 1964, making it difficult to classify them as "left or right, personal or social romance, popular or scholarly writing," positions that, if previously problematic, are no longer grounded "in relation to a comprehensive experience, whereby siding or denunciation is replaced by the mode of being and existing, from the angle of the person or group".[16]

Candido's course on the presence of the local and universal dialectic in our spiritual life is fundamental because, just as the integration - not always harmonious - between the two poles was and is part of our evolution as a nation, it also guided the formation and development of Brazilian literature. Understanding the dialectic of the particular and the cosmopolitan is key to understanding the formation of the country and most of the dilemmas experienced by authors at different times and in different ways, as well as the solution some of them found to this impasse.

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Preventive Maintenance of Ventilators and Its Cost Consideration

By Dr. Ravinder Ahlawat, Dr. Amit Lathwal, Dr. Kanika Jain & Dr. Sidhartha Satpathy
All India Institute of Medical Sciences

Abstract- *Background:* Maintenance is the core function of biomedical engineering and is essential for the optimum functioning of equipment. This study was undertaken to understand the current maintenance practices of ventilator and its cost implications from administrative point of view.

Methodology: 179 Ventilators supplied and installed by one vendor in different wards of the hospital were studied. It was a retrospective, descriptive study. Equipment related data was taken from various service reports. This data was used to calculate spares failure and their costs implication.

Results: A total of 692 maintenance visits were undertaken for 179 ventilators of 5 different modals over 27 months by 6 Bio- Medical Engineers (BME). The mean number of spare changed throughout the study was 2.73. The uptime was within satisfactory limits. The yearly repair to cost ratio was 3.50 %. The cost of spare changed was a factor of modal under consideration and the status of equipment concerning its coverage under maintenance contact.

Conclusion: The findings of the study should enable researchers in the future to formulate an effective equipment maintenance policy for the hospital.

Keywords: *breakdown maintenance, repair to cost ratio, critical equipment, medical equipment, preventive maintenance.*

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PREVENTIVEMAINTENANCEOFVENTILATORSANDITSCOSTCONSIDERATION

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Preventive Maintenance of Ventilators and Its Cost Consideration

Dr. Ravinder Ahlawat [α], Dr. Amit Lathwal [σ], Dr. Kanika Jain [ρ] & Dr. Sidhartha Satpathy [ω]

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I. Introduction

The high-cost industry of modern health care is also equipment intensive. Modern clinical equipment's with skilled manpower, consumables and infrastructure, in addition to the important costing centre, are prerequisites for providing quality health services in any modern hospital.

Medical equipment is any article, instrument, apparatus or machine that is used in the prevention, diagnosis and treatment of illness or disease, or for detecting, measuring, restoring, correcting or modifying the structure or function of the body for some health purpose which requires calibration, maintenance, repairs, user training and decommissioning related activities.[1] Medical equipment, based upon its operational characteristics, have three categories: Electric, Electronic and Mechanical.[2] Equipment's could also be classified as Critical or Noncritical depending upon its criticality in rendering effective patient care.[3]

As per the study conducted in a Canadian hospital, for each hospital bed, 15-20 medical equipment are required with the capital cost of 200-4,00,000 $.[4] Hospital have to spend approximately 1% of its operational budget on maintenance of biomedical equipment's.[3] As per the estimates, 3% to 8% of the initial cost of the equipment should be earmarked for its repair and yearly maintenance. The rage will depend upon the complexity of the equipment. Based on depreciation, safety, reliability, clinical application, and budget, the lifespan of medical equipment is generally set between five and fifteen years. As the price of bio-medical equipment is determined by the global market, in developing countries, with weak currencies, the purchase of new equipment is a heavy financial burden.[4] Hence, it is imperative to ensure maximum utilization of the equipment with minimum downtime.

Proper maintenance of medical equipment ensures longer functional time for the medical equipment. It also ensures that patient safety is not compromised due to the use of critical equipment's, having unidentified defects (partial failure), such as Ventilator's, ECG machine, infusion pumps, etc.[5]

The most appropriate plan for equipment maintenance is a topic of debate for quite some time, but no consensus seems to be on the horizon.[5-14] Authors have classified two major type: Corrective/ breakdown and Planned Preventive Maintenance.[5]

Monitored equipment maintenance program for critical equipment's from the patient's safety point of view, or those who are maintenance sensitive should be developed and expected to be cost-effective.[15] The precondition for the effective equipment management program is the estimation of necessary consumables, calculations of Equipment Management number (EM) and operational costs, and planning at the end of every year.[4]

Ventilators which are used more rigorously will require intense maintenance program.[2,16,17] Choice amongst various maintenance models such as maintenance outsourcing, in house maintenance, on-call services, etc. has to be arrived after taking the costs

Author α: Corresponding Author: MBBS, Masters in Hospital Administration (PGIMER) Medical officer, DGHS, Panchkula, Haryana. e-mail: ravi74ahlawat@gmail.com
Author σ: MBBS, Masters in Hospital Administration (AIIMS) Associate Professor, Department of Hospital Administration, All India Institute of Medical Sciences AIIMS, New Delhi, India.
Author ρ: DNB, Health Administration including Hospital Administration.
Author ω: MBBS, MD (PSM), Masters in Hospital Administration (AIIMS) Professor, Department of Hospital Administration, All India Institute of Medical Sciences AIIMS, New Delhi, India.

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into consideration. It is not economical to provide the level of service in-house.

The study was undertaken to find the cost consideration of the current maintenance practices for ventilators at the Institute and to design a cost-effective maintenance program for critical equipment such as ventilators.

II. Methodology

This study is a retrospective descriptive and observational study. The study was carried out in a 2500 bedded autonomous tertiary healthcare Institute over six months (December 2014 to May 2015). A total of 179 ventilators installed and serviced in the institute by a single vendor from January 2013 to March 2015 were included in the study.

Data collection: The data for the study was obtained from the service reports, and it was compiled to determine the parameters to measure the effectiveness of maintenance. For reliability, data cross-checking of 89 company reports was done.

The estimated market value of the spare parts was collected with the help of a private company working in the field of providing biomedical engineering solutions to the hospitals. These under mentioned parameters were identified (by Review on literature to reach a conclusion) [21]

1. The ratio of the total cost of service to total equipment acquisition cost is sometimes called the Cost of Service Ratio [4] (COSR) = (Total cost of service/Total equipment acquisition cost) * 100
2. Total Clinical Engineering cost/device serviced = Total cost for all Clinical Engineering activities / Total number of devices receiving service

Unstructured interviews with the BME responsible for maintaining these equipment in the Institute as well as with other engineers from the industry were used to further understand the reasons of breakdowns and to understand the financial implications of these maintenance programs from their prospective. Bio-medical Engineers guide with their expert opinion several times.

Statistics used: Data processing and analysis was done by using Microsoft Excel and SPSS Version 20.0. Cross tabulations were done to determine the significance of each of the visits from the point of the nature and frequency of breakdown.

III. Observations

A total of 692 maintenance visits were undertaken for 179 ventilators over a period of 27 months by six Bio-Medical engineers (BMEs). These 179 ventilators installed over 14 months, were of 5 different models. The date of installation of nineteen ventilators could not be determined. Out of total 692 service visits, 11.64 % were for Preventive Maintenance, and 88.36% were for Breakdown Maintenance. Despite low rates of preventive maintenance, downtime per equipment was well within the acceptable limit of 5%.

Age of the equipment

The age of the equipment's ranged from 0.5 years to 15 years, with a mean of 4.77 years.

Number of spares changes 488 spares were changed in 418 visits and 2.73 spares were replaced per equipment during the study period of 27 months.

Repair to cost ratio

Estimated total cost, after considering the conversion rates of foreign currency into Indian Rupees for the year of procurement was found to be Rs.11,09,47,523 per ventilator. The approximate price of all spare parts was taken from the open market, which was further verified from a biomedical consultation company.

Repair to cost ratio was calculated using the formula given below.

$$= \frac{\text{Cost of the repair} * 100}{\text{Price of the equipment at the time of purchase}}$$

The total expenditure incurred to replace spares was Rs. 80,35,800/- during the study period of 27 months and the total expenditure incurred to replace Spare per year was Rs. 35,71,467.

$$= \frac{(35,71,467 + 3,00,000) \times 100}{11,09,47523} = \mathbf{3.50\%}$$

The salary of the BME is also considered (Rs.3,00,000). Thus, the total cost of repair will be Rs 35,71,467 per year (3.5%).

The above findings indicate that the actual expenditure being incurred on equipment maintenance over a decade is 35% of the equipment cost which is way less than the current amount being spent on the same over a decade which is approximately equal to the cost of equipment.

Maintenance contract

On calculating the cost of spare changed per visit, it was found to be Rs 12867, Rs 4252, and Rs 13081 respectively for equipment under warranty, under CMC and for the equipment neither under warranty nor under CMC. When ANOVA was applied, it was found that both these factors are statistically significantly related. (Table 3)

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Table 1: Relation of Expenditure on spare changes and Maintenance Status.

Maintenance status	Total no. of visits	Values of spare changed (Rs.)	Mean value of spares changed
Under warranty	272	3512850	12867.58
CMC	110	467800	4252.727
No warranty or CMC	310	4055150	13081.13
Total	692	8035800	11612.43

Ventilator model

The monetary value of the spare parts changed was statistically significantly related to the model. (Table-2) This observation implies that the model selection is critical during procurement, as some models are sturdier and require less maintenance in comparison with the other models.

Table 2: Expenditure on Maintenance visit and Model of Ventilators.

Model	No. of visits	Total Cost of spare parts replaced (Rs.)	Spare parts replacement cost per visit (Rs.)
A	385	56,71,100	14730.1
B	34	8,95,600	26341.2
C	87	5,53,400	6360.9
D	70	4,23,000	6042.9
E	116	4,92,700	4247.4
Total	692	80,35,800	11612.43

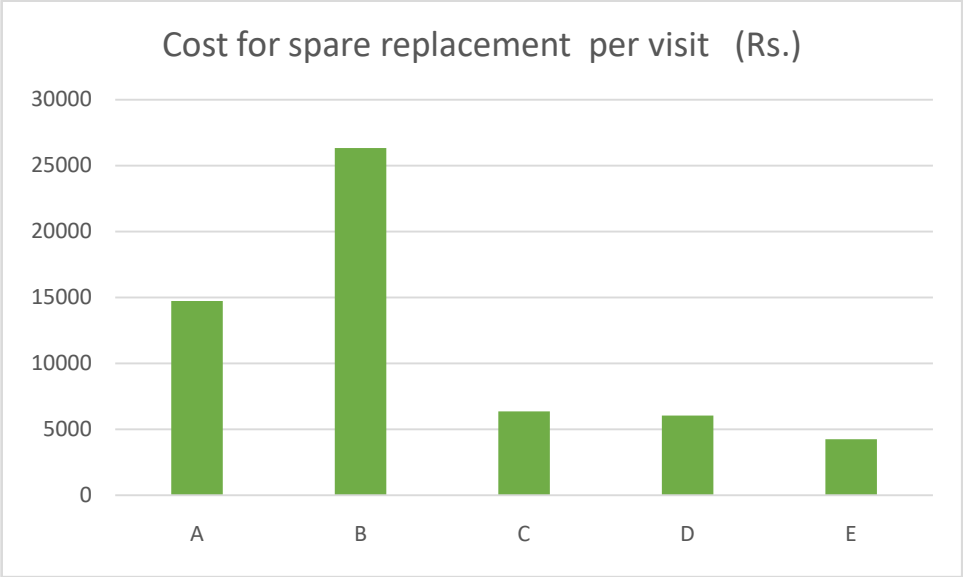


Figure 1: Relative cost of spare cost per maintenance visit

On an average, the expenditure on the spares during each visit was Rs.11612.4. However, the maximum was for Model- B, which was Rs. 26,341.2 and minimum was for the Model-E (Rs. 4247.4)

IV. Relationship of Maintenance Cost per visit with Maintenance Contract and Model of Ventilator

The value of the spare parts changed was compared using ANOVA with the model of the ventilators and the maintenance status of the ventilator (covered under warranty, under AMC, out of warranty). (Table -3)

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Table 3: Relationship of cost of spare parts with Maintenance status and Model of Ventilator.

		Sum of Squares	Mean Square	Sig.
Total cost of spares change/ visit	Between Groups	22295899826.936	4459179965.387	.008
	Within Groups	413164243716.110	1395825147.690	
	Total	435460143543.046		
Model of the ventilator	Between Groups	39.380	7.876	.009
	Within Groups	739.295	2.498	
	Total	778.675		
Maintenance Status (Under Warranty, Under CMC Not under warranty)	Between Groups	35.774	7.155	.000
	Within Groups	231.750	.783	
	Total	267.523		

Both of these factors, were found to be of statistical significance and need to be kept in mind while making procurement related decisions.

V. Discussion

Despite the low rates of preventive maintenance, downtime per equipment was well within the acceptable limit of 5%. It was made possible by posting 2 BMEs exclusively for the hospital under study.

The selecting of the modal and proper monitoring of the maintenance by the vendor is essential in the background of cost of equipment's being influenced by the international market.

VI. Conclusion

In this study, an attempt was made by the authors to get a bird's eye view of the expenditure being incurred on the maintenance of critical equipment's such as ventilators.

The low rate of preventive maintenance is an indicator of the fact that in the present scenario where the cost of equipment's and spares is determined by the global market and the salary of Bio-medical engineers are very less. The local vendors are not changing the spares as per the manufacturer recommendations. But are allowing the spare part to failure. By posting dedicated manpower for the institution, they are assuring that the complaints are instantly attained. However, the latent failure cases are likely to remain undetected and jeopardizing patient's safety. The authors have concluded that the selection of the model of the ventilator imperative during the procurement of equipment. This observation is important as some models are sturdier and require less maintenance in comparison to other. Further, it is imperative for the organization to prepare a list of spares which require frequent replacement to ensure that such spares are readily available at a competitive cost. Thus, helping the organization develop a low-cost maintenance program. The lifespan of the equipment needs to be taken into consideration before entering into a maintenance contract as at times, procurement of new one is a more feasible option than incurring high running costs on the same. Further, various cost centers in the maintenance of such equipment's need to be identified so as to enable one to draw more factual conclusions and design a cost-effective and efficient equipment maintenance program.

Limitation of the study: The retrospective nature of the study and the partially filled service reports were limitation to the study.

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Riscos Da Perda De Conhecimento Em Emprsas Intensivas Em Vinculados Aos Fatores Humanos: Um Estudo De Casos Múltiplos

By Lídia Neumann Potrich & Paulo Maurício Selig
Universidade Federal de Santa Catarina

Resumo- Atualmente, os ativos intangíveis são recursos fundamentais para as organizações, especialmente na garantia de vantagem competitiva sustentável. Dentre eles, o conhecimento é fator determinante para o sucesso e sustentabilidade organizacional, especialmente para as Empresas Intensivas em Conhecimento, como as empresas de tecnologia. Por isto, a perda de conhecimento é considerado um risco às organizações, especialmente quando relacionada aos fatores humanos. Reter e captar os profissionais é uma necessidade às organizações, as quais precisam atuar de forma proativa e preditiva, revendo sua postura frente estes novos desafios. Ou seja, mitigar a perda de conhecimento é fundamental para sobrevivência das mesmas. Desta forma, o objetivo desta pesquisa é compreender os riscos da perda de conhecimento para Empresas Intensivas em Conhecimento, relacionado aos fatores humanos. Para tanto, foi realizada uma pesquisa qualitativa, através de estudo de caso múltiplos, para identificar as causas da perda de conhecimento, identificar os impactos e apresentar as estratégias de mitigação.

Palavras-chave: perda de conhecimento; riscos; mitigação; capital intelectual; empresas intensivas em conhecimento.

GJHSS-H Classification: FOR Code: 130205p



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Lídia Neumann Potrich [α] & Paulo Maurício Selig [σ]

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Palavras-chave: perda de conhecimento; riscos; mitigação; capital intelectual; empresas intensivas em conhecimento.

I. Introdução

As bases de transformação da nova sociedade estão pautadas no princípio de que o conhecimento é um ativo fundamental para o desenvolvimento das organizações, sendo este o centro da força produtiva. Instaura-se, assim, a Sociedade do Conhecimento (David & Foray, 2002; Stehr, 2017). O conhecimento é fonte que possibilita competitividade duradoura e assertiva, além de ser uma importante estratégia para criação de valor organizacional (Nonaka & Takeuchi, 1995; Sveiby, 2001).

O conhecimento pertence aos ativos intangíveis das organizações (Bontis, Dragonetti, Jacobsen, & Roos, 1999), e é parte fundamental do Capital Intelectual (CI). Segundo Stewart (2007), a Economia do Conhecimento fundamenta-se em alguns pilares, no qual um deles é o CI. Para o autor, o conhecimento que compõem este capital é hoje mais importante para as empresas do que os ativos físicos e financeiros.

Dentre as dimensões do CI, o Capital Humano pode ser compreendido como o fator humano da organização no qual constitui-se através dos conhecimentos (especialmente tácito), inteligência e habilidade das pessoas. Entretanto, esses conhecimentos são difíceis de ser codificados (Bontis et al., 1999).

Assim, gerenciar o conhecimento de forma sistemática, intencional e explícita é fundamental para potencializar a eficiência e retorno sobre os ativos de conhecimento da organização (Wiig, 1997), contribuindo para a sobrevivência da mesma. Segundo a Organização para Cooperação e Desenvolvimento Econômico (OECD, 2003), a Gestão do Conhecimento (GC) constitui-se como prática ou processo intencional e sistemático de captura, aquisição, compartilhamento e uso de conhecimento produtivo, a fim de melhorar a aprendizagem e desempenho organizacional. Entretanto, Durst e Ferenhof (2014) afirmam as atividades de GC devem envolver processos de relacionados à retenção de conhecimento.

Isto, pois, muitos dos conhecimentos valiosos pertencem aos indivíduos. Tendo os funcionários conhecimentos raros ou difíceis de serem imitados, estes tornam-se fatores determinantes para sucesso das organizações (Massingham, 2008). A saída dos profissionais pode trazer impactos significativamente negativos para as empresas, devido à perda de conhecimento (Massingham, 2008; Durst & Wilhelm, 2013).

A perda de conhecimento pode impactar ainda mais as organizações, quando a principal atividade dos funcionários advém de "trabalho intelectual" (Sumbal, Tsui, Cheong & See-to, 2018). Ou mesmo quando se trata de empresas intensivas em conhecimento. Isto,

Author α σ : Engenharia e Gestão do Conhecimento – Universidade Federal de Santa Catarina (UFSC) – Florianópolis, Brasil.
e-mails: lidia.potrich@gmail.com, pauloselig@gmail.com

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pois, estas empresas utilizam fortemente de seus recursos intangíveis – como o conhecimento – para a produção e comercialização de bens e serviços (Nadai, 2006).

Neste contexto, empresas de tecnologia são, intrinsecamente, intensivas em conhecimento, uma vez que buscam agregar o conhecimento em seus processos-chave (Bueno, Salmador & Merino, 2008). Desta forma, este estudo foi realizado com empresas pertencentes ao setor de tecnologia.

Para DeLonge Storey (2004), a perda de conhecimento acarreta em custos potenciais para as organizações, uma vez que a economia está baseada no conhecimento. Já nesta época, os autores afirmaram que as empresasterão que lidar com os desafios da retenção de conhecimento. Pelo fato de o valor do conhecimento ser determinado por circunstâncias, o diagnóstico das ameaças advindas da perda ainda não é um processo simples.

Zieba (2016) e Massingham (2018) revelam que o conhecimento perdido gera custos financeiros e não financeiros, sendo estes mais difíceis de mensurar. Além disto a perda de conhecimento pode aumentar o risco de acontecer um acidente de trabalho, pois comportamentos baseados em conhecimento são fundamentais para minimizar ou interromper um acidente (Silva, 2016).

Fatores humanos como a aposentadoria, rotatividade e rotação de trabalho, culminam à perda de conhecimento das organizações (Sumbal et al., 2018). Por isto, os autores sugerem que as organizações devam mapear seus conhecimentos críticos, como estratégia para lidar com a perda de conhecimento. Também, aprofundar as pesquisas sobre os tipos de conhecimento que os funcionários possuem e que estão sendo perdidos podem contribuir para a identificação prévia à perda.

Além disto, os autores indicam que pesquisas podem ser conduzidas no desenvolvimento de uma estrutura de avaliação de perda de conhecimento e, também, podem verificar o impacto dos tipos de conhecimento perdido em diferentes setores. Assim, o principal objetivo desta pesquisa é compreender os riscos da perda de conhecimento para as organizações intensivas em conhecimento, relacionados a fatores humanos. Para isto, busca identificar as causas da perda de conhecimento em empresas intensivas em conhecimento, os impactos e as formas de mitigação.

Além da perda de conhecimento, desperdício e vazamento de conhecimento são considerados na literatura fatores de risco ao conhecimento organizacional (Currie, 2003; Schwarz, Jayatilaka, Hirschheim & Goles, 2009; Ferenh of, 2015). Entretanto, o presente estudo não abordará os últimos fatores apresentados.

II. Capital Intelectual

Segundo Sveiby (1997a, 1997b, 2001), o CI é composto pela combinação de ativos intangíveis, os quais geram renovação, crescimento, eficiência e estabilidade organizacional. Estes ativos são criados a partir de três componentes: competências individuais, estruturas internas e estruturas externas. O gerenciamento destes geram as estruturas intangíveis, que podem ser, melhoria nos processos, no relacionamento com clientes e novas experiências.

O valor destes recursos cresce quando os conhecimentos pertencentes a estes são compartilhados (Sveiby, 2001). Ou seja, CI é composto por conhecimentos que transformam matéria-prima (física ou intangível, como informação) em algo mais valioso para as organizações. (Stewart &Ruckdeschel, 1998; Stewart, 2007).Além de criar valor, o Capital Intelectual possibilita que uma organização baseada em conhecimento se mantenha atrativa e sustentável (Edvinsson & Malone, 1998).

O estudo realizado por Ferenhof, Durst e Selig(2015), identificou 83 modelos de identificação das dimensões de CI. Porém, as três principais são Capital humano, Capital Estrutural e Capital Relacional.

Capital Estrutural é composto pelas estruturas organizacionais de conhecimento não humanas. É o conhecimento incorporado na estratégia organizacional, rotinas da empresa, bases de dados, manuais, organogramas, distribuição de trabalho e tudo aquilo que aumenta o valor da organização, sendo maior que o valor material (Bontis et al., 1999; Petty&Guthrie, 2000).

Já o Capital Relacional diz respeito ao relacionamento da organização com seus clientes, entre os membros da organização e parceiros estratégicos que geram valor para a empresa (Edvinsson &Malone, 1998). Petty e Guthrie (2000) e Knight (1999) complementam indicando que, a lealdade do consumidor e dos clientes, a colaboração de negócios, a confiança, compromisso e criatividade dos e com os fornecedores, os contratos favoráveis, as alianças com parceiros confiáveis, a reputação da empresa na comunidade em que está inserida.

Por fim, Capital Humano é caracterizado pelos recursos humanos da organização (Petty&Guthrie, 2000). É composto pelos conhecimentos tácitos dos funcionários sendo, então, difícil de ser codificado (Bontis, 1998). Ainda, as capacidades, conhecimentos, habilidades, experiências individuais, *know-how*, qualificação vocacional, conhecimento e competências relacionadas ao trabalho compõe o CH (Edvinsson; Malone, 1998; Petty; Guthrie, 2000; Sveiby, 2001).

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III. Perda de Conhecimento

O conhecimento é a moeda da economia atual, chave para a criação de vantagem competitiva sustentável e um ativo organizacional fundamental (Nonaka & Takeuchi, 1995; Sveiby, 2001; Ragab & Arisha, 2013).Assim, é importante identificar seus riscos associados, uma vez que as ameaças aos ativos organizacionais ocorrem com frequência (Delak & Damij, 2015).

A perda de conhecimento é um risco significativo para as empresas, especialmente nas atuais circunstâncias, devido ao envelhecimento e mobilidade da força de trabalho. Pode ocorrer quando há o declínio de conhecimento, quando o conhecimento codificado é perdido ou quando funcionários com conhecimentos valiosos saem da empresa. (Massingham, 2018).

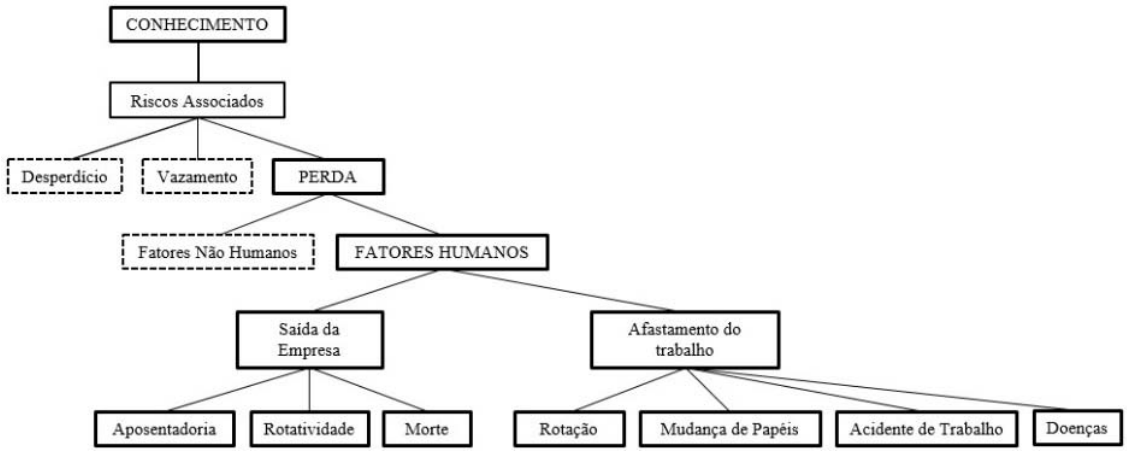
ParaDelonge Storey (2004), perda de conhecimento é "a capacidade diminuída de ação efetiva ou tomada de decisão em um contexto organizacional específico" (p.13), pois o conhecimento permite a tomada de decisão ou ação no contexto de uma atividade organizada.

Os fatores gerados da perda de conhecimento podem ser não humanos ou humanos. No que diz respeito ao primeiro aspecto, reorganização do ambiente de trabalho (Delong & Storey, 2004), falta de repositórios de conhecimento (Jennex, 2014), processos de trabalho mal gerenciados (Viana, Conte, Marczak, Ferreira & de Souza, 2015) e perda de conhecimento codificado – como a perda de documentos e problema em bases de dados que levam a exclusão de informações (Massingham, 2018) podem gerar perda de conhecimento.

Jána perda de conhecimento vinculado aos fatores humanos, um dos principais fatores de risco é a saída das pessoas das organizações. Autores como Massingham (2018), Sumbal et al. (2018), Geeraerts, Tynjälä e Heikkinen (2018), Bleich et al. (2015), Bratianu, Bolisanie Leon (2015), Caldas, Elkington, O'Conner e Kim, (2014), Makore e Eresia-Eke (2014), Hu (2010), e Scott (2007) e Warren e Davies (2007) acreditam que a aposentadoria gera perda de conhecimento. Ainda, a rotatividade também é fonte geradora de perda de conhecimento (Nkomo, Thwala & Aigbavboa, 2017; Su, Yang & Li 2017; Rashid, Clarke& O'Connor 2017; Sulaiman, Nordin & Noor, 2016; Joshi, Farooquie & Chawla, 2016; Wensley & Navarro, 2015).

Embora a saída das pessoas represente grande risco à perda de conhecimento, as mudanças de papéis no ambiente de trabalho (Parboteeah, Jackson & Wilkinson, 2016), arranjos alternativos de trabalho, mobilidade e transferências (Lin, Chang & Tsai, 2016) também podem levar a perda de conhecimento.

Em âmbitos gerais, a causa da perda de conhecimento vinculado a fatores humanos pode se compreendida pela saída da empresa ou afastamento do trabalho. Para cada um destes aspectos, causas específicas podem ser percebidas, conforme apresenta a Figura 1.



Fonte: elaborado pelos autores (2019).

Figura 1: Perda de Conhecimento Vinculado a Fatores Humanos

Os impactos para as organizações são variados. Além de custos financeiros (Delong & Storey, 2004; Massingham, 2018), a perda de conhecimento pode custar a estabilidade dos remanescentes, credibilidade e gerar riscos nos níveis de confiança (Delong & Storey, 2004; Shen & Ke, 2017; Massingham, 2018), perda de conhecimentos tácitos (Shen & Ke, 2017; Rashid et al., 2017; Nkomo, et al., 2017) diminuição do desempenho e produtividade (Delong & Storey, 2004; Massingham, 2018), e impacto nas relações com os clientes (Shen & Ke, 2017).

Uma das formas de gerenciar este risco é através da tecnologia e trabalho em equipe (Scott, 2007). Ou seja, as redes de relacionamento podem

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aprimorar os mecanismos de compartilhamento de conhecimento, diminuindo os riscos da perda uma vez que auxiliam na retenção do mesmo (Rashid et al., 2017; Nkomo et al., 2017).

Assim, criar estruturas de memória organizacional (Ouided, Tayab&Lyes, 2017; Mariano Casey & Oliveira, 2018) e criar processos de gestão do conhecimento são estratégias para reduzir o risco da perda (Makore & Eresia-Eke, 2014; Rashid et al., 2017; Marianoet al., 2018).

Em empresas intensivas em conhecimento, o impacto pode ser ainda maior. Pois, tratando-se destas organizações, o valor destas organizações parte do conhecimento criado pelas (Edvinsson & Sullivan, 1996). Para os autores, as empresas de informática, de alta tecnologia e software são caracterizadas como empresas do conhecimento.

IV. Perda de Conhecimento em Empresas Intensivas em Conhecimento

As empresas intensivas em conhecimento utilizam os seus recursos intangíveis – como o conhecimento – como principal insumo para a produção e comercialização de bens e serviços (Nadai, 2006). Neste sentido, as empresas de tecnologia buscam agregar o conhecimento em seus processos-chave (Bueno et al., 2008), indicando que a perda de conhecimento pode gerar grandes impactos à elas.

A maioria dos estudos apontam que a rotatividade é a principal causa da perda de conhecimento nestas organizações (Izquierdo-Cortazar, Robles, Ortega & Gonzalez-Barahona, 2009; Fontaine, 2010; Olander & Hurmelinna-Laukkanen, 2015; Licorish & MacDonell, 2015; Lin et al., 2016; Rigby, Zhu, Donadelli & Mockus, 2016; Constantinou & Mens, 2017; Heredia, Colomo-Palacios & Soto-Acosta, 2017; Nassif & Robillard, 2017).

Entretanto, outros fatores como o mau gerenciamento de processos e projetos (Viana et al., 2015) e processos de fusão, aquisição e/ou terceirização mal administrados (Nkwocha, Hall &Rapanotti, 2010; Alaranta & Jarvenpaa, 2010; Alaranta & Martela, 2012) também podem gerar perda.

Quanto aos impactos, alguns estudos citam que a saída dos funcionários gera perda de conhecimento tácito (Nkwocha et al., 2010; Licorish & MacDonell, 2015; Rigby et al., 2016; Nassif & Robillard, 2017) que, por sua vez, impacta em outros aspectos relevantes para a organização.

Nkwocha et al., (2010), Alaranta e Martela (2012), Lin et al. (2016) e Rigby et al. (2016), sugerem diminuição no desempenho e na produtividade. Especificamente, Nassif e Robillard (2017), Rigby et al. (2016), Nkwocha et al., (2010) e Izquierdo-Cortazar et al. (2009) indicam que a perda de conhecimento gera problemas no desenvolvimento do produto (*software*) e pode aumentar a propensão a erros.

Nestes casos, quando o conhecimento criado não é mantido, pode ocasionar falhas de desempenho e retrabalho. Segundo Viana et al. (2015), uma das principais estratégias na criação de conhecimento se dá a partir de fontes internas de conhecimento, como: material escrito, treinamentos, *web*, fórum, *wiki* e blog organizacional, código fonte e profissionais experientes – identificados como os principais atores de socialização do conhecimento.

Outros estudos apontam que a perda de conhecimento pode gerar efeitos negativos aos processos de inovação (Fontaine, 2010; Olander & Hurmelinna-Laukkanen, 2015), diminuição da capacidade absortiva da empresa (Lin et al., 2016) e mudanças sociais no ambiente de trabalho, que comprometem a sustentabilidade e necessidade de incremento de recurso e tempo (Constantinou & Mens, 2017).

Ao analisar as pesquisas que tratam da perda de conhecimento em empresas de tecnologia, nota-se muitos autores utilizam-se da temática como problemática e justificativa para suas pesquisas, não sendo especificamente objeto de seus estudos. Também, alguns autores não analisaram as causas da perda de conhecimento. Este estudo, por sua vez, buscou compreender os motivos adjacentes à perda de conhecimento, adentrando mais profundamente na compreensão das causas. A sessão seguir apresenta o método de pesquisa deste estudo.

V. Metodologia

A fim de compreender a respeito da perda de conhecimento vinculado a fatores humanos em empresas de tecnologia, atender aos objetivos desta pesquisa, foi adotada uma abordagem qualitativa, por meio de um estudo exploratório e descritivo. Esta abordagem metodológica permite ao pesquisador compreender padrões e aspectos importantes para um determinado grupo, a partir da perspectiva do participante e não do autor (Merriam, 1998).

Para tanto, utilizou-se o estudo de caso como método da pesquisa. Este método possibilita descrever um fenômeno em seu contexto real, pois busca compreender "como" e "por quê" determinados fatos ocorrem (Yin, 2015). Por esta pesquisa envolver o uso de caso de mais de uma organização, esta caracteriza-se como estudo de caso múltiplos (Eisenhardt & Graebner, 2007). Os autores indicam que o estudo deve ser realizado em organizações do mesmo segmento e, a fim de haver maior consistência neste tipo de estudo, indica-se como número mínimo quatro organizações. A presente pesquisa é composta por uma amostra de onze casos de empresas intensivas em conhecimento, da região sul do Brasil.

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Como técnica para a coleta de dados, optou-se pela entrevista semiestruturada. Fraser e Gondim (2004) destacam a entrevista como técnica central nas pesquisas qualitativas. Desta forma, o protocolo de pesquisa foi intencionalmente elaborado a partir dos constructos teóricos apresentados nas sessões acima, principalmente através das pesquisas já realizadas e dos dados secundários apresentados. As perguntas do questionário foram direcionadas a questões específicas da perda de conhecimento, pertencendo a parte I das entrevistas. E as relações com os fatores humanos, pertencendo a parte II.

Foram criadas categorias de análise, que fazem parte de duas dimensões, criadas pelos autores, para que os resultados pudessem ser melhor correlacionados. No quadro 1 são apresentadas as pesquisas que direcionaram o desenvolvimento das dimensões e suas categorias.

Quadro 1: Protocolo de Pesquisa.

Dimensão	Categorias	Autores principais
Dimensão 1	Causas da Perda de Conhecimento	Delong (2004); Hu (2010); Wensley e Navarro (2015); Joshi et al. (2016); Lin et al. (2016); Nkomo, et al. (2017); Constantinou e Mens (2017); Shen e Ke (2017); Ouided et al.(2017); Rashid et al. (2017); Heredia et al. (2017); Nassif e Robillard (2017); Sumbal et al. (2018) Mariano, Casey e Oliveira (2018)
	Tipos de Conhecimentos Perdido	
	Impactos para Organização	
	Estratégias de Mitigação	
Dimensão 2	Estratégias para Retenção de Pessoas	Nkomo et al. (2017)
	Funcionários que mais impactam ao sair	
	Principais Motivos à Saída de Profissionais	

Fonte: Elaborado pelos autores (2019).

Como critério e seleção da amostra de pesquisa, adotou-se dois aspectos: empresas e sujeitos. Quanto ao primeiro aspecto, em função do conhecimento ser o principal fator de estudo, optou-se por estudar Empresas Intensivas em Conhecimento. Assim, o estudo foi realizado em Empresas de Base Tecnológica (EBTs). São organizações de tecnologia avançada, para a criação de produtos ou serviços que se utilizam destes conteúdos tecnológicos (Gonzales, Girardi & Segatto, 2009).

Referente aos sujeitos, foram entrevistados intencionalmente os CEOs das empresas, gestores das áreas de produto, desenvolvimento ou da área de RH. Por se tratar de cargos estratégicos, entende-se que estes possuem mais informações a respeito da organização, sua estratégia, dados e demais aspectos condizentes à pesquisa. Trazendo mais informações para a estudo.

Assim, fazem parte da amostra desta pesquisa onze Empresas de Tecnologia da região sul do Brasil. Apresenta-se as características da amostra, conforme informações apresentadas durante o período das entrevistas (Dezembro de 2018 e Dezembro de 2019). O tempo de atuação destas no mercado varia entre 1 ano e 38 anos. A empresa com menor número de colaboradores possui em seu quadro 7 funcionários, enquanto a maior em termos de funcionário possui 200. A média de idade dos funcionários, apresentada pelos entrevistados é entre 25 e 30 anos.

Anterior a coleta de dados, foi realizado um teste piloto com uma empresa intensiva em conhecimento, com o intuito de validar o questionário de pesquisa. A principal fonte da coleta de dados foram as entrevistas. Para analisar os dados, as entrevistas foram transcritas e analisadas juntamente com as notas de campo (Angrosino, 2007). Para tanto, adorou-se como técnica a análise de conteúdo, segundo Bardin (2009). Desta forma, para cada questão feita aos entrevistados, foram determinadas as categorias de análise, apresentadas no quadro 1. Nestas categorias, buscou-se identificar temáticas afins, para que interpretações da realidade dos sujeitos fossem feitas.

VI. Resultados e Discussão

Os resultados desta pesquisa indicam que o principal motivo para a perda de conhecimento nas empresas estudadas é a saída dos funcionários, corroborando com estudos a priori, apresentados nas sessões acima.

Entretanto, os fatores que motivam a saída dos profissionais são variados. Assim, generalizações a respeito das causas da rotatividade não podem ser feitas. Com isto, para que as organizações possam criar estratégias eficazes para atenuar a perda, é necessário identificar os motivos particulares à sua empresa, conforme também apoiam Constantinou e Mens (2017). Ainda, Olander e Hurmelinna-Laukkanen (2015), indicam que as práticas de RH para a mitigação da perda devem ser próprias para cada contexto sociocultural.

Entretanto, pode-se afirmar que processos e/ou falhas internas, como por exemplo a falta de

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comunicação frente a mudança nos processos de trabalho pode levar a evasão dos funcionários. Isto, pois, a falta de comunicação pode levar à incerteza e/ou insegurança, motivando os profissionais a buscarem oportunidade no mercado.

Porque a saída dos funcionários leva a perdas de conhecimento, é importante identificar quais os tipos de conhecimento são perdidos. Quando estes são identificados e as organizações conseguem ter clareza sobre quais são, as ações que ajudam a mitigar o risco podem ser mais assertivas. Sumbal et al. (2017), também afirma que a mitigação da perda perpassa a identificação dos conhecimentos e habilidades que são perdidos com a saída de funcionários.

Os resultados deste estudo indicam que a perda de conhecimentos técnicos e conhecimentos tácitos acarretam em maiores riscos às empresas. Quanto aos aspectos tácitos, os entrevistados sugerem conhecimentos relacionados a cultura organizacional, relacionamento, *know-how*, conhecimento sobre o mercado e aspectos tácitos do produto. Nassif e Robillard (2017) também afirmam que saída dos profissionais indica perda de conhecimentos importantes pois cada modificação feita no código do projeto é carregada de conhecimento individual do desenvolvedor que, segundo os autores, é o único que entende as últimas mudanças feitas.

Assim, os resultados apontam que os principais impactos da perda de conhecimento para estas empresas foram no capital relacional, na produtividade e nos fatores psicológicos.

Quanto ao primeiro aspecto, os entrevistados relataram que a saída de determinados funcionários afeta diretamente as relações com os clientes. Alguns atritos podem ser gerados, influenciando na qualidade desta relação e na insatisfação do cliente para com a empresa. Com isto, a imagem da mesma é prejudicada, impactando nas oportunidades e até mesmo nas vendas.

Isto pode acontecer quando a pessoa que sai não relata informações importantes sobre a relação com o cliente, suas características, expectativas e combinações; ou mesmo quando o substituto ainda não conquistou a confiança do cliente. Segundo Massingham (2018), os novos funcionários precisam conquistar a confiança dos clientes, e, quando assim não for, impacta-se diretamente sobre o capital relacional.

Também, atrasos na entrega, retrabalho e impacto na curva de aprendizado foram efeitos percebidos pelas empresa. Estes fatores estão vinculados não só com a saída dos conhecimentos do profissional, mas também no tempo em que o substituto irá levar para conseguir desenvolver as atividades. Ou seja, a produtividade é afetada. Estudos anteriores já afirmavam que a perda de conhecimento em empresas de tecnologia impacta na diminuição da produtividade e desempenho, aumentando a propensão a erros (Lin et al., 2016; Rigby et al., 2016; Nassif &Robillard, 2017). Segundo estudo de Massingham (2018), os funcionários novos usam do tempo para aprender, indicando baixa produtividade em termos de criação de valor.

Por fim, este estudo indica que a perda de conhecimento pode afetar fatores psicológicos, tanto dos indivíduos como dos grupos. Uma vez que o conhecimento tem que ser readquirido e em função da curva de aprendizagem, os profissionais remanescentes podem sentir-se pressionados e estressados. Ainda, dependendo do profissional que sai, devido aos conhecimentos e características que este possui, a equipe pode sentir-se insegura e sem referência.

O que corrobora com Delong e Storey (2004), ao afirmarem que para as equipes de trabalho, a saída de profissionais chave pode custar a credibilidade e os níveis de confiança. Além disto, Constantinou e Mens (2017) indicam que a rotatividade de desenvolvedores gera mudanças em todo contexto social, devido as várias interdependências que ocorrem nestes projetos.

Porém, algumas empresas identificaram efeitos positivos gerados a partir desta situação. Uma vez que os conhecimentos são perdidos, eles devem ser readquiridos. Em meio a isto, novos conhecimentos podem ser gerados e criados, trazendo renovações às empresas.

Este achado corrobora com os estudos de Wensley e Navarro (2015) e Massingham (2018), indicando que a chegada de novos funcionários e o crescimento dos funcionários remanescentes gera ganhos nas estruturas de conhecimento.

Também, devido aos impactos negativos da perda, algumas empresas desenvolveram ações para controlar este risco, ou processos que pudessem assegurar o conhecimento organizacional, criando estratégias de segurança do conhecimento.

Zieba (2016) afirma que é necessário gerenciar e reter conhecimentos, sendo necessário introduzir a segurança do conhecimento nas organizações. Para a autora, há duas formas de assegurar isto: “1. proteger o conhecimento da perda, atrito, esquecimento ou roubo, eliminando suas fontes potenciais; 2. reter conhecimento no ambiente organizacional e aplicar mecanismos de proteção a esse conhecimento” (p. 986).

Ou seja, desenvolver estratégias para mitigar a perda de conhecimento é importante, uma vez que diminui os impactos deste risco. Em função de alguns conhecimentos serem muito específicos à organização, ou mesmo por pertencerem a estruturas tácitas do conhecimento, nem sempre é possível prevenir a perda.

Ainda, as características da organização, cultura, valores e propósitos inferem no modo como estas desenvolvem suas ações. Entende-se que a

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efetividade destas será dada a partir da congruência entre as estratégias de mitigação, características organizacionais e características dos sujeitos. Assim, dificilmente serão propostas práticas gerais de prevenção da perda, pois as peculiaridades organizacionais devem ser levadas em conta.

Através das entrevistas, observou-se que muitas das ações realizadas para mitigar a perda de conhecimento foram criadas de forma reativa, e não preventiva. Ou ainda, embora estas práticas ajudam a reter os conhecimentos organizacionais, as mesmas estão direcionadas a outros fins.

Com isto, percebe-se que, mesmo o conhecimento sendo insumo gerador de valor para estas empresas e a mitigação esteja intrínseca em alguns processos, os riscos associados a perda ainda não são considerados de forma estratégica por algumas empresas.

Jennex (2014) assume que a substituição de profissionais do conhecimento possui um alto custo às organizações. Por isto, indica que desenvolver metodologias para a classificação de riscos pode auxiliar a gestão na tomada de decisão, frente a determinação de quais riscos devem ser abordados primeiro. Para ela, quanto maior o risco da perda, maior a prioridade em mitigar.

Sugere-se que a maturidade da organização possibilita que estas ações sejam mais assertivas. Através de análises internas e experiências vividas, a gestão pode discutir seus processos, comparando com as situações de perda. Se elas estão efetivamente sendo mitigadas, se a equipe responde positivamente ou se novas estratégias devem ser incorporadas. Conforme pode ser observado nas entrevistas.

Entretanto, as principais estratégias de mitigação utilizadas por estas empresas é *backup* e registros sobre os processos e/ou base de conhecimentos interna, de acesso comum a todas. Ou seja, a criação de repositórios de conhecimento. Estes registros permitem o compartilhamento e alcance ao conhecimento, conforme já sugerido por Parboteeah, et al. (2016), ao tratar dos portais de conhecimento.

Ainda, o estudo indica que investir no relacionamento interno atua na mitigação da perda de conhecimento. Constantinou e Mens (2017) já afirmavam que interações sociais reduzidas aumentam a probabilidade de saída dos desenvolvedores.

Da mesma forma, os resultados da pesquisa de Hu (2010) apontam que a forma mais eficaz da transferência de conhecimento se dá através das relações humanas. Isto pois, em seu estudo, os resultados indicam que o conhecimento perdido está relacionado, especialmente, com o conhecimento advindo da experiência (*know-how*). Ou seja, investir em estruturas de relacionamento é um aporte à mitigação deste risco (Constantinou& Mens, 2017; Shen&Ke, 2017; Van Osch et al., 2018; Mariano et al., 2018).

Por isto, compartilhar conhecimento através das relações mostrou-se ser um importante aliado na retenção de conhecimento. Assim, o desenvolvimento e fortalecimento das relações e a criação de uma cultura de compartilhamento mostra-se importante. Ações formais de troca e compartilhamento de conhecimento, como treinamentos internos e externos são formas de mitigar a perda.Quanto aos treinamentos, alguns estudos já sugerem esta prática como estratégia na mitigação da perda de conhecimento (Rigby et al., 2016; Rashid et al., 2017; Shen&Ke, 2017).

Outra maneira de promover o compartilhamento, a fim de perpetuar e manter o conhecimento é através das atividades desenvolvidas em pares e das metodologias ágeis. O desenvolvimento das atividades em times permite que as tarefas sejam realizadas em conjunto, garantindo a permanência das informações e conhecimentos, mesmo quando alguma pessoa do projeto sai.

O compartilhamento de conhecimento nem sempre é uma ação espontânea entre os funcionários, pois este está vinculado aos fatores medo e confiança, podendo ser uma barreira para a retenção (Sumbal et al., 2017). Desta forma, indica-se que desenvolver relações pautadas na confiança, potencializa o compartilhamento e, por consequência, mitiga a perda.

Também, algumas empresas declararam que as mudanças são constantes e que registros nem sempre são eficazes. Por isto, nestes casos, a melhor estratégia apontada é reter os conhecimentos nas pessoas e nos grupos. Especialmente quando há resistência dos colaboradores em absorver conhecimentos através de documentos e manuais.

Entretanto, a principal estratégia na mitigação da perda de conhecimento é criar estratégias de retenção de pessoas. Para isto, as empresas buscam proporcionar um ambiente de trabalho diferenciado através de ações no ambiente físico (ambientação, ergonomia e ferramentas de trabalho), estrutural (hierarquia horizontalizada) e psicológico (clima e qualidade de vida no trabalho).

Além disto, o estudo aponta que investir fortemente no relacionamento interno contribui para que as pessoas permaneçam no trabalho, principalmente quando desenvolvido relações de confiança. Isto, pois segundo Shen e Ke (2017), o desenvolvimento de níveis altos de confiança ajuda na retenção de conhecimento.

Também, a autonomia indica ser um aspecto relevante para a permanência das pessoas na organização. Ela pode ser refletida através da liberdade de horários, oportunidade para que os profissionais proponham ideias, possam trabalhar da sua maneira – sem infringir regras e normas – e eventualmente participar das decisões internas.Olander e Hurmelinna-Laukkanen (2015) propõem que a criação de estratégias para aumentar o comprometimento dos

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funcionários é uma maneira de mitigar a perda de conhecimento.

Desta forma, criar abertura, gerir de forma transparente e estar disponível às necessidades dos funcionários contribui para o sentimento de pertencimento, refletindo na retenção dos profissionais. Por fim, desenvolver um sentimento de propósito e sentido entre o colaborador e o negócio, ajuda na permanência do mesmo na empresa pois, segundo Shen e Ke (2017), o fortalecimento do engajamento dos funcionários ajuda na prevenção da perda de conhecimento.

Para isto, percebe-se que a gestão deve ser transparente, disponível, presente e assertiva, para que a autonomia seja pautada na responsabilidade.Estas características da gestão perpassam os aspectos técnicos e operacionais do cargo, além de características individuais. Conduzir uma equipe de forma congruente, respeitando as necessidades do grupo e da organização, é uma habilidade pessoal.

Ainda, As peculiaridades do sistema, mercado, pessoas e a própria organização nem sempre são fáceis de serem compartilhadas e ensinadas. Por isto, o estudo indica que os funcionários que mais impactam ao sair é a gestão (gestores e lideranças) e os funcionários técnicos (programadores e desenvolvedores). Estes dois tipos de funcionários acumulam e desenvolvem conhecimentos tácitos específicos, difíceis de serem registrados, e por isso as consequências são mais sentidas.

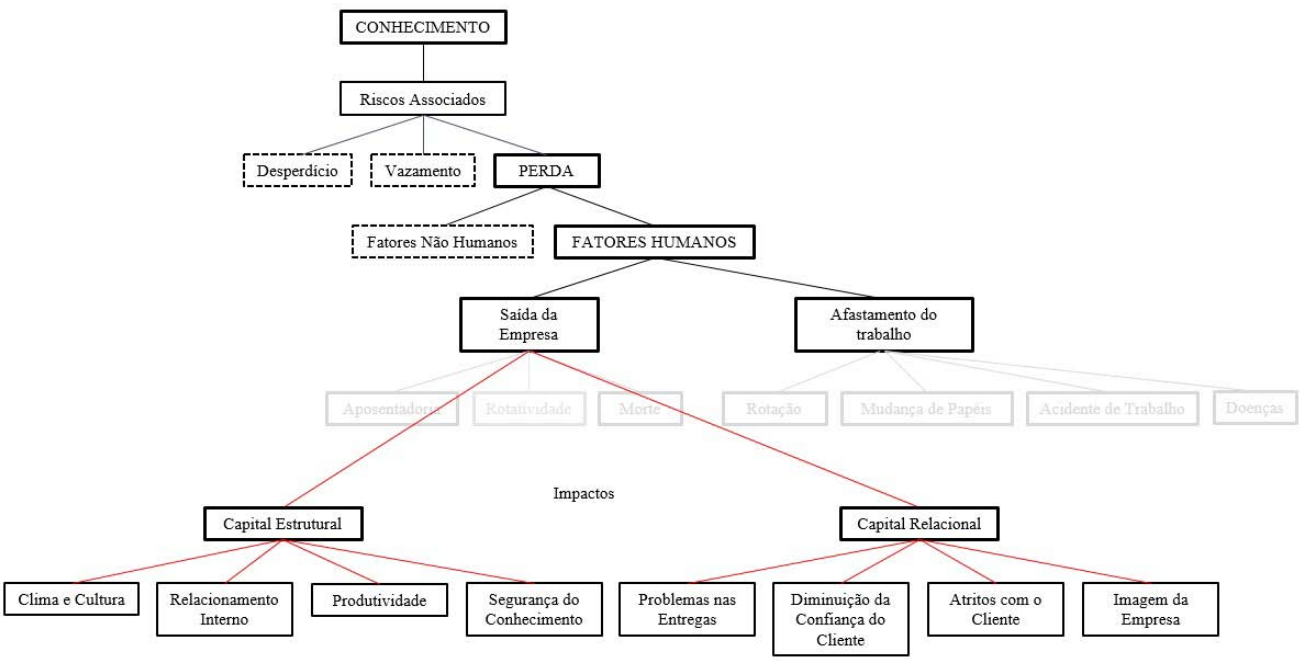
Neste sentido, os resultados do estudo de Jennex (2014) corroboram com estas afirmações, uma vez que os impactos da perda de uma fonte de conhecimento humano (gestor, trabalhador do conhecimento ou especialista) é negativo. Isto porque reduz o valor do ativo-chave da organização – conhecimento.

Quando identificado os motivos para a saída das pessoas, embora haja divergências entre as percepções, pode-se destacar dois aspectos: oportunidade e divergências quanto a propósito, cultura e aspectos afins. Assim, Shen e Ke (2017) sugerem que a criação de uma cultura organizacional competitiva apoia os processos de mitigação da perda de conhecimentos.

Segundo Jorgensen (2003), uma característica da geração que compõe o maior volume do quadro de funcionários é a necessidade de desafios, por valorizar o desenvolvimento pessoal de habilidades. Os resultados desta pesquisa indicam que, quando os profissionais não identificam oportunidades internas de crescimento (não necessariamente em relação a cargo, mas sim a conhecimento e habilidades), buscam no mercado oportunidades para suprir seus interesses. Estes achados são corroborados no estudo de Jorgensen (2003), o qual indica que uma das principais razões que a geração Y sai do trabalho está relacionada com oportunidades na carreira.

Observa-se que a discussão organizacional a respeito da temática é fundamental, uma vez que está claro os riscos enfrentados por elas quando um funcionário-chave sai. Além dos já apresentados, a segurança do conhecimento fica comprometida diante destas situações.

Diante do exposto, a Figura 2 apresenta as principais considerações desta pesquisa.



Fonte: elaborado pelos autores (2019).

Figura 2: Riscos e Impactos da Perda de Conhecimento Vinculado a Fatores Humanos.

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VII. Considerações Finais

Considerando os principais objetivos da pesquisa, este estudo indica que, ao comparar os resultados teóricos com a pesquisa de campo, o principal fator de perda de conhecimento destas organizações é o *turnover*. Os conhecimentos que geram mais risco ao serem perdidos dizem respeito a questões tácitas (também em componentes técnicos). Isto pois elas estão vinculadas a fatores geradores de valor para as organizações. Como o capital relacional e capital estrutural.

No que tange ao capital estrutural, a perda destes conhecimentos impacta na cultura e clima da organização, nas relações de trabalho, segurança dos conhecimentos e produção. Conforme sugerido pelas entrevistas e nas pesquisas apresentadas na revisão. Os resultados da revisão tendem as questões de desempenho, produtividade e produto.

Estes aspectos, por sua vez, trazem impactos ao capital relacional. A demora nas entregas, a necessidade que os novos funcionários têm em conquistar a confiança dos clientes e possíveis problemas com estes afeta diretamente as relações com os clientes. Inevitavelmente, a imagem da organização, vendas e certas vantagens competitivas poderão estar em risco.

Com isto, indica-se que as principais estratégias de mitigação devem contemplar os aspectos intangíveis das empresas. Investir no capital estrutural, através da criação de processos, relacionamento, clima e cultura e fortalecer o capital relacional revela-se como fatores importantes aos riscos.

Também, as inter-relações das estruturas intangíveis da organização revelam-se fundamentais para mitigar riscos vinculados ao conhecimento, para garantir vantagem competitiva duradoura para estas organizações. Com isto, as organizações devem ficar atentas a estas questões abordadas.

Conforme resultados, a mitigação deste risco pode partir de ações preditivas e ações corretivas. No que tange as ações preditivas, pode-se citar as estruturas de relacionamento, bem como os investimentos feitos em tal; treinamentos; atividades desenvolvidas em pares; repositórios de conhecimento (*wikis, softwares*¸ manuais, documentos); cultura organizacional; estratégias para garantir a segurança do conhecimento; sistema interno de gestão do conhecimento; e ações voltadas à retenção de pessoas.

Já as ações corretivas podem estar pautadas nas contratações estratégicas e entrevistas de desligamento. Nota-se que a segurança do conhecimento organizacional e as ações para a mitigação e recuperação do conhecimento perdido são maiores quando preditivas. Entretanto, a maioria das organizações não atuam de forma estratégica para este problema. Contudo, acredita-se que, embora há muitos estudos a respeito da temática e as organizações já estão criando alertas para a situação, ainda é necessário abordar mais a respeito do tema.

Apesar disto, para que a mitigação seja efetiva, as organizações devem, primeiramente, identificar as causas da perda, os conhecimentos que geram mais riscos se perdidos e que estratégias serão aceitas pelas pessoas.

a) Implicações práticas

A nova economia e a característica dos profissionais ingressantes exigem novas posturas organizacionais. As relações e estruturas tradicionais não são mais compatíveis às necessidades do mercado. Ações internas e interinstitucionais, permeadas pela cooperação e compartilhamento, apontam para a geração efetiva de valor.

Assim, desenvolvimento das atividades que permitem maiores trocas mostra-se fundamental nestes novos arranjos. Atividades desenvolvidas através das metodologias ágeis, espaços de *coworking*, interação entre *stakeholders* e um ecossistema permeado pelo compartilhamento garantem não apenas a criação de conhecimento, como ajuda na mitigação dos riscos relacionados a este.

Percebe-se que a liderança possui papel fundamental nestas questões. A postura proativa, horizontalizada e igualitária pode criar nas pessoas maior sentimento de valor. O pertencimento e o propósito é o que conecta a nova geração às atividades de trabalho. Além disto, ambientes éticos de trabalho podem garantir a permanência desta geração de profissionais no ambiente de trabalho (Jorgensen, 2003).

Para isto, é necessário criar ambientes de confiança, os quais são conquistados através do relacionamento interpessoal, que deve ser permeado pelo respeito, singularidade e, ao mesmo tempo, coletividade. Pois, conforme Jorgensen (2003), as necessidades dos profissionais ingressantes no mercado de trabalho misturam colaboração, *networking* e independência para alcançar objetivos.

Embora a saída das pessoas seja o fator de maior risco à perda, os motivos são particulares a cada empresa. Por isto, a gestão deve identificar as causas e as fragilidades organizacionais, a fim de criar estratégias coerentes para a retenção de pessoas.

b) Limitações e sugestões de pesquisas futuras

Quanto as limitações do estudo, é importante salientar que os apontamentos feitos nesta pesquisa fazem parte da percepção subjetiva dos pesquisadores, alicerçada em colocações pessoais dos entrevistados. A percepção dos autores é permeada por experiências prévias, o que pode gerar certa tendenciosidade. Por isto, tendo em vista a

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imparcialidade no processo, buscou-se na literatura aporte para garantir a máxima neutralidade.

Ainda, generalizações a respeito destes resultados não podem ser feitas, uma vez que esta pesquisa trata-se de estudos de caso. Por isto, para a continuidade e aprofundamento dos estudos nesta área, ressalta ser importante recomendar estudos que ampliem o foco desta pesquisa.

Com relação aos aspectos estudados, sugere-se realizar um estudo comparativo entre as percepções da gestão para com dos funcionários. Muitos pontos abordados foram relatados a partir do entendimento que a gestão tem dos determinados aspectos. Comparar a forma como esta percebe a temática, com a forma como os funcionários identificam estes aspectos pode ampliar os resultados desta pesquisa, uma vez que aborda uma contingência organizacional maior.

Da mesma forma, estudos que comparem os efeitos da perda de conhecimento em empresas intensivas em conhecimento com empresas de manufatura faz-se interessante, uma vez que a representatividade do conhecimento para estas organizações é diferente.

Ainda, poder investigar de que forma a perda de conhecimento pode impactar positivamente às organizações mostra-se interessante. Por este ser um risco inevitável às empresas, poder compreender de que forma elas podem beneficiar-se com tal situação pode ajudar nas estratégias organizacionais.

Desta forma, e somado a isto, sugere-se estudos que relacionem os riscos do conhecimento com a resiliência organizacional. Pois, segundo Bhamra, Dani e Burnard (2011), resiliência organizacional diz respeito às respostas que os indivíduos e as organização dão a situações de descontinuidade ou problemas.

Visto as situações de perda de conhecimento e os riscos que às organizações enfrentam, a resiliência organizacional pode contribuir a elas uma vez trata das capacidades de adaptação frente a situações não previstas (FRANÇA & QUELHAS, 2006). Desta forma, sugere-se estudos que correlacionem estes aspectos.

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Government Social Intervention and Job Creation in Nigeria: A Study of SURE-P and N-POWER Programmes, 2012- 2018

By Eze Kierian Tochukwu
University of Nigeria Nsukka

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Government Social Intervention and Job Creation in Nigeria: A Study of SURE-P and N-POWER Programmes, 2012- 2018

Eze Kierian Tochukwu

Abstract- One of the foremost challenges facing the Nigerian state today is the problem of unemployment among Nigerian youths and this problem has contributed to lot of social vices among Nigerian graduates, such as robbery, prostitution, cybercrimes, hoodlums, political thuggery, etc. This paper aims at investigating Government Social Intervention Schemes and Job Creation in Nigeria, with particular emphasis on former President Good luck Ebele Jonathan social intervention program (SURE-P) and President Muhammadu Buhari social intervention program (N-POWER). This is because the high rate of unemployment among Nigerian graduates is now becoming alarming on daily basis. The paper will therefore examine the extent to which these Governments social programmes have created job opportunities among Nigerian graduates, and also to ascertain whether the rate of unemployed graduates has hindered the Government in creation of jobs in Nigeria. The employment theory would be adopted for the purpose of this study while documentary method will be used to gather data. The findings of the study will be revealed and followed by policy options on addressing the Government social intervention programmes in Nigeria which will be analyzed through content analysis which will indicates whether Government social intervention programmes has really created jobs opportunities among Nigerian graduates and which will also ascertain whether the rate of unemployed Nigerian graduates has hindered Government in jobs creation in Nigeria. Thus, the paper will therefore recommend possible solutions to the state of unemployment in Nigeria.

Keywords: government, social intervention, job creation, SURE-P, N-POWER.

I. Introduction

Humanity from time immemorial has been sustained by the economic components of the society in which it exists. These economic components satiates the primary, secondary and tertiary needs of man when it is in adequate supply, but when it is in short supply, the reverse is the case. Hence, human beings are seen scampering and seeking for the economic resources that would increase their welfare from any means possible both positive and negative.

In contemporary times, human needs to a great extent are satisfied by earnings derived from many divergent sources such as entrepreneurship, employment and even thievery and other illegal sources. It is in a bid to curtail and prohibit the indulgence of people into illicit means of earning a living that the government is seen embarking on social intervention programmes to economically empower the citizens with veritable sources of living especially through employment creation. In the words of Alemu (2015), despite the structural transformation and growth of the Nigerian economy from 2000 to 2011 (only plundering into recession in 2016), this growth isn't translated into the reduction of unemployment in Nigeria as unemployment surged from 11% in 2000 to 23% in 2011. According to Osalor (2012), Nigerian tertiary institutions graduate a minimum of 300,000 students every year and this number grows arithmetically if not geometrically, and translates into more unemployed people that roam the streets of Nigerian cities. The implication of this mass unemployment in the Nigerian society is not farfetched as it is nothing but poverty which is a negative force that drives people into illegal ventures to earn and sustain their living. As a matter of fact, the world poverty clock in 2018 stated that Nigeria assumed the ignoble position of being the poverty capital of the world after overtaking India, with about 86.9 million of her population in extreme poverty (Vanguard, 2019). To corroborate this assertion, the National Bureau of Statistics in the 2012 National Baseline Survey, stated that more than half of the Nigerian youths population in the country are unemployed.

Unemployment seems to account for most of the social crimes perpetrated by graduates in the Nigerian society today. The accelerating level of prostitution, armed robbery, oil bunkering, cyber-crimes, drug addiction, trafficking, rape, kidnapping and all facets of social vices can be largely attributed to the incidence of unemployment (Okeke and Ngonadi, 2017). An examination of most of the apprehended criminals seems to signify that a large number of Nigerian graduates that engage in criminal activities are those without gainful employment. Some of these criminals are people who have the potentials for gainful employment but have been deprived such opportunities. Job creation in Nigeria is a responsibility that is carried out by both the private and public sectors of an economy. However, it is worthy to note that it is a more integral duty of the government forming part of their

Author: Department of Public Administration and Local Government, University of Nigeria Nsukka, Nigeria. e-mail: ezkie4jesus@gmail.com

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constitutional obligations to the citizens (FRN Constitution, 1999). Job creation which entails the creation or establishment of new jobs in such a way that no economic activity is displaced is undoubtedly, a means through which the government ofthe federation intervenes in the socio-economic plights of its citizens.

Onuoha and Woghiren (2019) noted that with the worrisome nature of unemployment in the Nigerian society, the government of Nigeria has been seen putting up many different policy measures over the years to reverse this unwanted societal phenomenon. Among the policy measures adopted to tackle the hydra-headed malaise of unemployment in Nigeria through job creation as social intervention effort of the Nigerian government include the National Economic Empowerment and Development Strategy (NEEDS) adopted in 2003; Vision 20:2020 of 2009 which later inspired successive national development plans and the Transformational Agenda of 2011-2015 thereby making job creation an integral part of sector level reform; the Youth Enterprise With Innovation in Nigeria (You-WIN); Subsidy Re-investment and Empowerment Programme (SURE-P) and more recently, the National Social Investment Programme (N-SIP) popularly known as N-Power programme.

The SURE-P and N-Power programmes are two programmes that can never be trivially considered in the light of government social intervention and job creation in Nigeria in recent times. Whereas the former was a conscious effort of Goodluck Ebele Jonathan's regime to provide employment to graduates through re-investing money derived from fuel subsidy removal in job creation for the Nigerian citizens. The latter was a social intervention programme of the President Muhammadu Buhari led-administration geared towards combating the twin socio-economic demons of poverty and unemployment especially among youths between age 18 and 35years (N-SIP, 2018). These two social intervention programmes of recent governments which are geared towards job creation and amelioration of the menace of unemployment in Nigeria constitute the focus of this paper.

It is crystal clear that from the motive of initiating the SURE-P and N-Power programmes as succinctly enunciated above, that the programmes are laudable in purpose and are keys to closing the doors of unemployment problems in Nigeria. However, the problems of unemployment persist within the Nigerian social environment and are even tremendously increasing despite the existence of these programmes; thus, leaving all beholder with the question of how and why is this possible. It is in a bid to answer this overlying question that this research paper was undertaken to ascertain the extent to which these programmes have solved the problems of unemployment in Nigeria through job creation and to determine the factor responsible for the persistent unemployment in Nigeria in the face of the existence of these programmes.

II. Conceptual Operationalization of Terms

The thrust of this paper hinges on quite a number of terminologies having wide varieties of meanings to different persons and in different contexts. Therefore, to consummate the achievement of the purpose of this paper and ensure comprehensive clarifications and understanding, this paper attempts a succinct scholarly review of terminological concepts within the context of this discourse. The concepts reviewed and operationalized include: Social intervention, Job creation, Unemployment, SURE-P and N-Power.

Social Intervention: Social intervention as a term does not enjoy consensual definition as it has been approached from different standpoints and purviews. In the words of Bonnie (2006), it is the activities by the government, social agencies and volunteers designed to change and improve social situations of individuals, groups and communities, strengthen their social bonds and encourage internalization of social control. This is in no way false, as social intervention is concerned with enhancement of existing social status-quo and social order within a defined society or territory. However, this is definition is not operationally generic as it only reflects sociological perspective to the concept. According to Badu (2018), it is the provision of effective and appropriate means of alleviating social and economic difficulties being faced by people. This definition is multidisciplinarily suffice-able as it does not view social intervention from the school of thought of one discipline, rather from a generic purview. For the purpose of this discourse however, social intervention is seen as any conscious effort of anybody or institution (be it government or otherwise) that is geared towards providing solutions to existing societal problem of general or particularistic nature, which is bedeviling the members of the society from any aspect of life.

Job Creation: Job creation according to James clement (2014) is nothing but the increment in the number of employment in an economy. This is outrightly correct since job creation literally is concerned with establishing more employment opportunities to augment the existing ones. According to the online Lnvestopedia (Business encyclopedia), it is a political rhetoric that indicates that jobs are created in response to some sort of events or situations. This is of the notion that job creation is not only an activity but one with a purpose. It holds that job creation is the establishment of jobs as a result of certain identifiable situations in the society that has a need for jobs to be established. In cognizance of the aforesaid, contextually operational within this paper is that job creation is nothing more than the provision of

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new jobs or expansion of existing ones in such a way as to accommodate more unemployed persons, usually for socio-economic purposes.

Unemployment: According to Oxford Advanced Learner's Dictionary (9th Ed.), unemployment refers to the fact of having no job as well as the number of people in a country who do not have a job. In the words of James clement (2016), it is nothing but the difference between available workforce and productive workforce within an economy. Unemployment in the context of this discourse is seen as a socio-economic problem which arises as a result of having no regular paid work and consequently leading to poor standard of living and in extreme cases poverty.

SURE-P: SURE-P is simply an acronym which stands for Subsidy Re-investment and Empowerment programme. This programme according to Nwosu and Ugwuerua (2014) is a making of the Nigerian national government aimed at ensuring that part of its savings from fuel subsidy removal or reduction is applied to critical mitigate the spate of youth unemployment in the country through the re-investment of the subsidy funds. In a nutshell, it is a public policy instituted by the federal government of Nigeria as a social intervention programme to fight against poverty and unemployment by re-investing the profit that it made from the removal of fuel subsidy into citizens' empowerment schemes.

N-Power: According to Voice Nigeria (2019), N-Power is a youth empowerment scheme sponsored by the federal government of Nigeria which addresses the challenge of youth unemployment by providing a structure for large-scale and relevant work skill acquisition and development, while linking its core and outcomes to fixing inadequate public services and stimulating the larger economy. It is a well articulated policy effort of the present administration of President Muhammadu Buhari that is aimed at combating the twin evils of poverty and unemployment among Nigerian youths of age bracket 18-35years through capacity building, investment and direct financial support by the federal government of the Nigeria.

III. Theoretical Foundation

There's no scintilla of doubt in the fact that any idea not subjected to a theoretical support is a disgrace to philosophical truth (Nwafor-Orizu, Okolo and Eze, 2019). In cognizance of this, unemployment in Nigeria has been an inter-decadal issue that its trend might not be outweighed if nothing is done. With the Nigerian national government's attempt to curtail this through social intervention programmes like SURE-P and N-Power being the focus of this paper, there is need to underpin the correlation justifying the reason for the continual existence of unemployment in the face of these programmes with a theoretical framework. Sequel to this, this paper adopts the employment theory to underpin the thrust of the discourse.

The employment theory which exists in two perspectives – sociological and economic perspective, is a theory that establishes the position and functions of institutions in relation to employment while instituting the mechanism through which these institutions will achieve optimal employment creation.

The sociological perspective to this theory was enunciated by Emile Durkheim in his book "*The Division of Labour"* in the year 1893 and is referred to as the functionalist employment theory. The Functionalist employment theory posits that function is an unclear term which defines the logical and social place of roles, institutions and structures in terms of the production and reproduction of a society as a social system (Bessant and Watts, 1999). The proponents of this theory believe that everything serves a specific function in the society and these functions need to be understood. They assume that balance and societal functionality is attained if all societal actors diligently perform their various functions and the reverse is the case when they do not. In this regard, both the citizens and the government have well defined roles to play within the society. In the words of Anyaele (2002), one basic role of the government is to ensure that the welfare of their citizens is catered for. Anikeze (2018) in the analysis of social welfare indicators of development stated that one of the parameters for measuring social welfare of the citizens is employment rate. This implies job creation within the society is a function of government while efficient job performance is the function of the citizens. Since imbalance and societal dysfunctionality or problem is created when an actor does not perform his function, it then means that government utilizes job creation as a social intervention scheme to keep the parlance of societal orderliness.

The economic perspective to the employment theory was modeled by a renowned English economist - John Maynard Keynes in the year 1936. This perspective which could be best described as the Keynesian theory of employment determination posits that supply creates its own demand. Hence, so far that government uses its available fund to embark on social intervention programmes (no matter in what dimension) as facilitated by the multiplier effect of demand by the citizens, the resultant effect is a high tendency of creating employment and a moderate tendency of increasing investment and profitability. The theory holds that effective demand equals total expenditure which is equivalent to national income and national output especially in a short run where factors of production and distribution remain unchanged while determining the level of employment. The implicit of this is that the level of employment is dependent on national income and output. Thus, an increase in national income is followed

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proportionately by an increase in unemployment and vice versa.

IV. Government Social Intervention and Job Creation in Nigeria: A Theoretical Nexus

One very categorization of the content of this work is the attempt to explain the theory that links government social intervention and job creation in Nigeria. As earlier pointed out in the conceptualization of key components or terms, government social intervention is a consequent of government's attempt to solve or resolve any social problem bedeviling the social population within that period in time. This attempt manifests itself in differing forms as schemes, programmes and even grants etc. Job creation on the other hand is simply the provision of employment opportunities for the teeming unemployed or underemployed populace.

From an economic perspective, public expenditure is an exogenous factor which can be utilized as a policy instrument to promote economic growth. In the words of J.M. Keynes (1936), a foremost economist in exposing public expenditure and economic growth, he opined that an increase in the expenditure of government is likely to lead to an increase in employment, profitability and investment through multiplier effects on total demand.

Consequent upon this, government social intervention which could be any of public expenditure, government social investment or even transfer of payment adopted to solve a social problem, can lead to job creation in Nigeria. Hence, we could posit by theoretical evidence that the nexus between government social intervention and job creation is positive.

V. Historical Perspectives to Sure-P and N-Power Programmes in Nigeria

For every human inclination whether it concerns the government or not, concerns the general society or a particular segment, there is an origin and a known history. In fact, the society and human organization itself follows a historical and histographic antecedent. Subject to this, government programmes are no sacred cow as they tow this line of existence.

Having said this, it is worthwhile to have an indwelling exploration of the historical line of the two government social intervention programmes under study – SURE-P and N-Power; and this are presented below:

a) The History of SURE-P in Nigeria

The establishment of SURE-P can be traced back to the deliberations of the Economic Management Team chaired by the then Minister of Finance, Dr. Ngozi Okonjo-Iweala in the last quarter of 2011 on phasing out the oil subsidy. According to Okonjo-Iweala (2018), the debate took place in early December 2011 and it was agreed that there would be further debates and communications with the public, with a tentative implementation of the subsidy phase out in April 2012. Albeit such was the expectation, the President Goodluck Jonathan announced the subsidy phase out on January 1, 2012. This created social turbulence in Nigeria, nationwide strikes and massive extremely well organized demonstrations with Lagos being the epicenter of the public agitations. The tense situation led the President to call for negotiations with labour and civil society and as part of their demands; a program which would be known as the Subsidy Re-investment and Empowerment Programme (SURE-P) was to be established, which would comprise a committee headed by an eminent and trusted Nigerian including labour, civil society and a cross-section of Nigerians who would oversee and manage the subsidy funds.

By 16th January, 2012, after the labour called off the nationwide strike on subsidy removal, SURE-P was established, having Dr. Christopher Kolade as its pioneer chairman. The scheme became one of the pivots of the Transformation Agenda of Goodluck Ebele Jonathan's led-administration after being inaugurated on the 13th of February, 2012.

b) The History of N-Power Programme in Nigeria

Following the quest to combat wide-scale poverty, high crime rate and increasing rate of unemployment, the civilian administration of President Muhammadu Buhari designed and implemented its own strategy as National Social Investment Programme (N-SIP). This programme consists of four major components, one of which was job creation and empowerment initiative otherwise known as N-Power. The N-Power programme was the job creation and youth empowerment initiative of the National Social Investments Programme of the Federal Government of Nigeria designed to help young Nigerians acquire and develop life-long skills to become solution providers in their communities and to become players in the domestic and global markets (NSIP, 2016).

As captured in the N-Power selection and deployment plan in NSIP (2016), the whole idea of N-Power was to ensure that young Nigerians will be empowered with the necessary tools to go on and create, develop, build, fix and work on exceptional ideas, projects and enterprises that will change our communities, our economy and our nation. Hence, the N-Power establishment committee strategically designed the programme for all eligible Nigerians looking to work gainfully. This was however after the initial programmes have been designed for young Nigerians between the ages of 18 and 35 before being implemented.

The implementation of N-Power was marked with the launching of the programme on June 12, 2016

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when its application process commenced through an online process and closed on August 31, 2016. By December 1, 2016, all successful applicants of the N-Power scheme were engaged and the scheme began its operations fully.

VI. SURE-P and N-Power Social Intervention Schemes: A Comparative Analysis

SURE-P and N-Power are practical illustrations of social intervention schemes in Nigeria aimed at specific social target. This section examines the both schemes from comparative frontiers. In this section, we shall compare both schemes across the underneath ties:

- Objective of Establishment
- Duration of Operation
- Social Impact Assessment
- Shortcomings

a) *An Analysis of SURE-P*

Objective of establishment: The objectives of SURE-P can be under-listed as

- To mitigate the immediate impact of the petro subsidy removal on the population to accelerate economic transformation
- To lay a foundation for the successful development of a natural safety net programme that is better targeted at the poor and most vulnerable on a continuous basis.
- To carry out the mandate of the president to mitigate the spate of youth unemployment in the country.

Duration of Operation: SURE-P was short-lived with the expiration of former President Goodluck Jonathan's tenure. Its operation began on the 13th of Feb. 2012 after the inauguration of the committee and expired in May 2015. By span, SURE-P lasted for 3 years.

Social Impact Assessment: SURE-P impacted on various sectors and activities of the economy. To evaluate the impact of SURE-P on the social sector of the Nigerian economy, we would consider CP-Africa (2012) reports on 2012 SURE-P budget breakdown for one of the projects and allocations. From the Report, SURE-P fund was budgeted on sectors such as works, Agriculture & Rural Development, Transport, Education, Health, Aviation, Federal Capital Territory Administration, Water resources etc.

Also over the period 2012-2015, an additional N205.5 billion naira was estimated to be invested in rural water scheme, water supply scheme, irrigation scheme and other water related projects from SURE-P (CP-Africa, 2012). On the other hand, SURE-P equipped young Nigerians with skills in three broad areas: Vocational/technical skills, life skills and entrepreneurship. By statistical corroboration of the social impact of SURE-P, we would consider its impact on the following:

- Technical Vocational Education and Training (TVET): This was developed and managed by a Project Implementation Unit (PIU) in the Ministry of Labour and Productivity with the mandate to equip young Nigerians with skills in three broad areas: vocational/technical skills, life skills and entrepreneurship. It is targeted at bridging the demand gaps in some industry areas: ICT/Telecoms, Creative (e.g. movies, music, fashion, etc) others are Hospitality and Tourism, Agro-business, Mass Housing/Construction, Artisans, Marine, Oil and Gas and Mechanical Fabrication/Woodwork.
- Mass Transit : In 2012, SURE-P in order to reduce the cost of transport for citizens and cushion the effects of partial fuel subsidy removal, disbursed in the year 2012 N8.9 billion for the Mass transit programme. Successes of 18 registered transport companies with 809 buses for use by Nigerians was recorded.
- Maternal and Child Health Programme: In 2013, the total number of healthcare workforce recruited by SURE-P was 6,630 and they were deployed to provide quality antenatal, skilled birth delivery at birth and post-natal services.
- Monitoring and Evaluation/Performance Management: 223,786 pregnant women in 2013 have received antenatal care services in SURE-P Maternal Health supported facilities.
- Conditional Cash Transfer: As at 30th June 2013, over 2150 beneficiaries were enrolled into the CCT programme.

Shortcomings: The following were shortcomings that affected SURE-P in achieving its main objective:

- Rapid population growth
- Funding of abandoned programmes and projects (Federal roads and bridge construction) without SURE-P coming up with its own brand new programme
- Fund shortage
- Overconcentration of funds on expansion of poorly equipped educational institutions
- Corrupt Leadership
- Poor Economic growth rate
- Poor Enabling environment.

b) *An Analysis of N-Power*

Objective of establishment: The specific objectives of N-power are:-

- To help young Nigerians acquire and develop life-long skills to become solution providers in their communities and to become players in the domestic and global markets.

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- To empower young Nigerians with the necessary tools to go on and create, develop, build, fix and work on exceptional ideas, projects and enterprises that will change our economy and our Nation.

Duration of Operation: N-power is a paid volunteering programme with a 2-year duration. However fitting its commencement of operations was in December 2016, and it lasted for over 2years and some months.

Social Impact Assessment: N-power impact assessment cuts across 3 main segments; N-Power Volunteer corps, N-power Knowledge and N-power Build. These segments dovetailed into different components and sectors such as N-Tech, N-Health, N-Agro, N-Teach and community etc.

- On N-Power Health: 20,000 health applicants were selected into the scheme. The NPHCDA (National Primary Health Care Development Agency was saddled with the responsibility of executing specific capacity building exercises within the states.
- On N-Power Agro: N-power Agro applicants of 23,201 were selected nationally and a total number of 6,799 residue of specific crop, fish and livestock based targets were applied by the Federal Ministry of Agriculture and Development.
- On N-Power Teach & Community: Initially a total of 140,992 applicants were selected nationally. However there was a special additional consideration of 4800 for the North East States (Borno-1200, Adamawa-800, Yobe-800,Taraba-800, Bauchi-600, Gombe-600) And also an additional consideration of 4,208 applicants were selected to bolster specific states with paltry application numbers such as Bayelsa, Jigawa, Kebbi, Sokoto and Zamfara.
- On N-Power Knowledge: There is no specific published data at the moment regarding selection of applicants into the N-power knowledge yet it is undeniable that a lot of Nigerians benefited from the scheme.

In general, the Federal government spends over N15 billion monthly as stipends on 500,000 volunteers of the N-power scheme.

Shortcomings: As has been the tradition of malady in Nigeria, corruption eats deep into the fabrics of the economy and it has manifested itself in various forms affecting N-power. Some of these evils are:

- Ghost workers who get paid all to the coffers of some top officials.
- Beneficiaries who get paid regularly without reporting for work
- Massive fraud with regards to impersonation and fraudulent practices by officials handling the programme.
- Poor Management with specific emphasis on the owing of beneficiaries.

Having under-studied the both schemes across similar frontiers, we could infer that although both schemes are of different administrative epochs, they are geared towards the achievement of similar goal. Also deducible is that their shortcomings are relatively similar.

VII. Sure-P, N-Power and Job Creation in Nigeria: A Retrospective Watch (2012-2018)

There has been a plethora of government social intervention schemes in Nigeria which were geared towards job creation over the years. Unarguably, with the growth pace of unemployment which marred the economy of Nigeria despite their existence, these schemes can best be described as colossal failures as they were unable to achieve the objective for which they were fashioned.

However, with the introduction and implementation of SURE-P and N-Power as recent social intervention programmes geared towards job creation in Nigeria for over some period of time, there is need to assess these two programmes to ascertain the extent to which they have achieved their objectives. This retrospective assessment is done under the headings below:

a) An Assessment of SURE-P from 2012 till expiration in 2015

February 13, 2012 marked a memorable day in the history of Nigerian social intervention following the inauguration of SURE-P committee by former President Goodluck Ebele Jonathan. This committee whose mandate was to `deliver service with integrity' and `restore people's confidence in the government expressed its utmost desire to ensure that the objectives of the programme will be achieved. To consummate the achievement of the objectives of SURE-P, the Federal Government of Nigeria also called for a public-private collaboration in addressing the unemployment situation in the country (SURE-P, 2012).

The SURE-P programme modeled out the Graduate Internship Scheme (GIS) in October 2012 under the supervision of the Ministry of Finance, as an instrument to facilitate the achievement of its goal. To this, the government collaborated with the universities in the country to provide attachment for internship for their graduated students who are to enjoy a monthly stipend of #18,000 (Nwosu and Ugwuerua, 2014). This was geared towards providing working experience to graduates in order to enhance their employment opportunity.

In 2013, The Project Director of GIS, Mr. Peter Papka stated that the programme has had beneficiaries numbering 83,000 which was far beyond the 50,000 persons threshold allotted for the scheme in a given year. In 2014, the GIS facilitator Mr. Abubakar Orumah disclosed in an interview with the News Agency of

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Nigeria that no fewer than 41,161 graduates have benefited from the scheme in that year, with 68% being males, 31% females and 1% vulnerable. He stated also that since inception of the policy in Nigeria, that over 35,000 have exited the scheme with thousands of them having secured jobs and others credit cards and grants to expand businesses they set up using GIS stipends (Premium times Editorial, September 18, 2014). According to the National Ministry of Planning (2015) in the statistic of employment report, SURE-P created 6,000 jobs for skilled labour and 1,000 jobs for technicians in 2015 before its expiration which augments it jobs created to be over 185,000 from the time of its initiation in 2012.

From state analysis, 3,000 jobs was created by SURE-P in Oyo state in 2013 as stated by the state coordinator Mr. Dare Adeleke; in Benue state, the first batch of job creation saw the employment of 3,000people from 23 local governments; Alh. Bode Oyedele the Lagos state coordinator also noted that 5,000 jobs were created for the first batch of SURE-P job creation in the state; 5,000 jobs in Ekiti according to Mr. Femi Akinyemi; 3,000 in Yobe according to Mr. Muhammad Alka; 3,000 in Enugu according to Mr. Nnamdi Asomugha; amongst others.

According to Okeke and Ngonadi (2017), unemployment rate reduced in the first quarter of 2014 under the implementation of SURE-P and in the first quarter of 2016, labour force population increased to 78.4 million from 769million seen in the 4th quarter of 2015. This is a 1.99% increase in labour force amounting to an addition of 1,528,647 economically active people into the labour force between January 1 and March 31, 2016 under the implementation of SURE-P.

Financially, GIS under SURE-P was estimated to cost the federal government, #900million monthly amounting to #10.8billion annually following the #18,000 stipend to be paid to about 50,000 graduates. However, complaints abound over the non-reception of this stipend among the participants/beneficiaries. Whereas some say that the programme was hijacked to favour their people, others like the current Vice President of Nigeria, Prof. Yemi Osinbajo believe that it is nothing but a colossal failure.

b) An Assessment of N-Power programme from 2016 to 2018

According to FGN (2018), the N-power programme has provided a veritable platform for engaging unemployed graduates. The scheme has engaged about five hundred thousand graduates in different sectors of the economy such as education, agriculture and health. Interview with some beneficiaries of the scheme showed that they have been engaged at their places of primary appointment in different capacities (Bisong, 2019).

The N-power programme which adopts integrative implementation approach is one that undertakes employment at each state in the federation in batches. Having started in 2016, it had a cumulative employment creation of 200,000 jobs in the year with 150,000 being teachers, 30,000 being agricultural workers and 20,000 working under healthcare delivery (The Punch Newspaper – Olalekan Adetayo, p.3, November 21, 2016). In 2017, 300,000 jobs were created by N-Power and 500,000 in 2018.

Financially, the programme was allocated the sum of #1 trillion for year 2016 and 2017 (i.e. #500 billion for each year) by the budget, but was only received #175 billion. In the year 2018, the NSIP generally was allocated #350 billion of which N-Power was proportionately allocated 37%.

The N-power programme has also been acclaimed to be guilty of failed administrative practices ranging from poor management, non-payment of salaries, lack-lustrous attitude of employees, poor funding to the politics of political elite interference.

VIII. Government Social Intervention and Job Creation in Nigeria: Deductive Challenges from Sure-P and N-Power

The analytical exposition above has proven beyond measure that there is a positive and significant relationship between government social intervention programmes (SURE-P and N-Power) and job creation in Nigeria. However, high unemployment problem still persist within the Nigerian societal milieu. The co-existence of unemployment and these intervention programmes simply denotes that the extent to which these programmes have created jobs in the country is not optimal, and as such there are defects hampering the functionality of the government social intervention programmes in job creation.

This paper segment undertakes an exposition of the challenges bedeviling government social intervention programmes in job creation in Nigeria as deducted from the analysis conducted in the prior segment of this paper.

Uniformly, the SURE-P and N-Power programmes as well as other government social intervention programmes aimed at mitigating unemployment in Nigeria have been faced by a series of challenges and among these challenges include:

- *Rise of Graduate Population:* Nigeria produces at average a turnover of 300,000 graduates on yearly basis. The constant cumulative of this outweighs the employment carrying capacity in job creation no matter the nature of government intervention programme embarked upon. This is because since previous government could not provide employment

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for existing unemployed people, their population tends to increase by accumulation on yearly basis making it difficult for present government to employ them all at once since financing their remuneration will bankrupt such government. Similarly, Okeke and Ngonadi (2017), noted that since the graduate population rises on yearly basis, it will be impossible for government social intervention programme planners to ascertain the correct size of the population that the programmes can cover.

From another perspective, the rate of creation and expansion of educational institutions outstrips the rate of jobs created. The exacerbation point is that, these institutions are usually poorly equipped and under-staffed, thus making them produce half-baked graduates who are outrightly barons of incompetence in search of white-collar job. The consequence of this is that these graduates become unemployable and as such cannot match the employment criteria set by government social intervention programmes like SURE-P and N-Power.

- *Poor funding:* In as much as programmes such as SURE-P and N-Power are government social intervention programmes which means that they are to be funded by government, they are usually subjected to politics of poor funding where the fund allocated to them by the national budget are usually not released to them. A typical case was that of SURE-P which made the then Minister of Labour and Productivity Mr. Emeka Wogu to call on the National Assembly to expedite action on the implementation of budgetary provision for SURE-P as some part of the fund allocated to it by the budget are yet to be made available for utilization. This is capture in Premium Times Newspaper Editorial of March 18, 2013 as thus: "…there is need to amend the budgetary provisions for the project… the financial requirement to sustain the project in terms of stipends payment, running cost to states, and project management for 2013 is #29 billion… the ministry only received #5billion which is grossly inadequate".
- *Corruption:* Corruption can be said to be the highest social problem in the Nigerian society. It is an *anguis-inherba* – a snake hidden in the grass of the Nigerian social scene. It has affected the government social intervention scheme from multidimensional ways. On the part of those in position of authority, corruption manifests itself in their attitude as they tend to see their assignment as an avenue to share national cake at the expense of the people. As a result the funds and other resources for job creation are embezzled by them. Similarly, plethora is cases of bribery and *insider-game* manifesting as forms of nepotic corruption as a means of getting employment. On the part of the citizens seeking employment or even employees, corruption manifests itself in form of indiscipline, ghost worker syndrome and earning salaries without reporting to duty. The effect of this is the frustration of government social intervention efforts at job creation.
- *Lack of Monitoring:* This is another tantamount problem of government social intervention programmes in creating employment in Nigeria. Nearly all government social intervention programmes does not have progress evaluation report or programme monitoring committee. Hence, re-strategizing to adapt to social dynamics of the society seems impossible.
- *Poor Management:* This is practically a problem to most Nigerian government policies and programmes if not all. Laudable as the government social intervention schemes aimed at job creation are, they are poorly managed. This is usually because those involved in the management of these programmes places their self interest above the aim of the programmes. Issues of logistics, dearth of programme target population data, poor feedback mechanism amongst others also facilitate this. The consequence is ineffectuality of the government social intervention programmes as the impact will be grossly passive and underactive.
- *Continuity Deficiency Problem:* This is a core problem bedeviling the government social intervention programmes in Nigeria. The Nigerian public policies and programmes are usually deficient in continuity, this is as a result of change of regimes, influence of strong individuals and godfathers etc. In the words of Nwafor-Orizu, Okolo and Eze (2018), policy and programme sustenance is a war that Nigerian government is not willing to win as each successive government is bent on establishing new policies and programmes without implementing those established by the former governments. The consequences of this are abandoned projects and programme inefficiency; and government social intervention programmes aimed at job creation are not devoid of this.

IX. Government Social Intervention and Job Creation in Nigeria: Policy Alternatives and Prospects

The perceived challenges of the effort of the Nigerian government to rid it society of unemployment problems or at least, drastically reduce it to the barest level through social intervention programmes such as N-Power and SURE-P is one that needs an addressing touch if the country is to achieve its employment aim. To this end, this paper segment recommends the

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underlying policy alternatives as the way forward to alleviate the observed challenges.

1. Job creation programmes should be established subject to statistics of graduates provided by all tertiary educational and technical institutions present within the country. To this, a law should be promulgated mandating all of such institutions to submit the record of graduates to the government on yearly basis.
2. Programme continuity should be ensured at all cost. Every succeeding government should evaluate the social intervention programmes of the preceding government, adopt, implement and sustain the positive impacting ones and abrogate the negative ones.
3. Investment enabling environment should be created by the government to help bring in private sectors into job creation since it is virtually impossible for the Nigerian government to create jobs for all unemployed people in Nigeria owing to finance and population.
4. A policy/programme monitoring committee should be created by the Nigerian government at each level of government to monitor all job creation programme and gather performance report.
5. Disciplinary measures such as compulsory dismissal from service should be adopted and implemented against anyone whether within the programme implementation body or an employee or job seeker found wanting of any corrupt practice within the government social intervention programme. This will deter people from corrupt practices and ensure credibility within the framework.
6. The finance of government social intervention should be consolidatedly issued into an account which can easily be accessed by them, but subject to the approval of the president or vice president and the Minister in-charge of the controlling ministry of such programme.

X. Conclusion

Government social intervention programme undoubtedly is a sine-qua-non for job creation in Nigeria as it has been evidently proven by SURE-P and N-Power that their activities has led the decrease in unemployment rate in Nigeria. However, their performance has been hampered by certain maladroit eventualities culminating into the rising of the rate of unemployment despite their existence. It is against this backdrop that this research paper recommended the above policy alternatives as a panacea to the raging problem inhibiting the success of government social intervention programmes on job creation. Therefore, urgent and responsible step should be taken in the line of the above recommendation to ensure efficiency and effectiveness in job creation programme systems within the Nigerian society.

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Confessional Policy of Russia of the Xix Century Regarding the Muslim Belief Confession of the Peoples of the North Caucasus

By Nadezhda Oskarovna Bleich
North Ossetian State University

Abstract- The publication analyzes the confessional policy of the Russian Empire, which it conducted in the 19th century in the North Caucasus. On the basis of archival and documentary materials, it is proved that the Russian state favored Muslims, which speaks of the Islamic Renaissance, which included: the legitimization of traditional Islamic institutions and their functioning, the establishment of mosques during which religious studies were conducted. It is concluded that the socio-spiritual modernization developed by the Russian Empire in the North Caucasus in the 19th century contributed to the consolidation of Islamic religion in the mountain environment. However, many projects of the ongoing reform turned out to be imperfect, and therefore to this day generate controversy not only among Russian politicians, but also among foreign political scientists. In this context, this publication may be useful not only to Russian, but also to foreign researchers in developing balanced diplomacy in solving Muslim problems.

Keywords: russian state, north caucasus region, reform, islamic renaissance, foreign ethnic society.

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I. Introduction

In the North Caucasus region there is not a single political or social problem in which the Islamic element would not be present, since the majority of foreign ethnic groups living in the Caucasus are Muslims (there are about 5 million of them in the region). Currently, analyzing the role of Islam, we have to turn to the history of relations between Russia and the Caucasus, which researchers are not always unambiguously assessed. However, not one of the scholars doubts that the interaction of the North Caucasus with Russia over the course of several centuries left its mark on the political, economic, social and spiritual life of the mountain peoples. Moreover, towards positive.

This tendency began to manifest itself especially in the 19th century, when the Islamic revival was gaining momentum in the region. One of its links is the politicization of Islam, the result of which depended on the subsequent development of events in the region, its position in relation to the Center. During this process, the mentality of Muslims was determined, their identity, the change of which Russia has never claimed. What we are observing today is a reflection of processes that began more than one century ago. This again and again makes us turn to the past in order to correctly emphasize the Islamic religion, as it still remains not just a denomination, but a powerful factor shaping the ethnic identity of Muslim communities, which have a huge impact on the value orientations of its members. And so that these moral imperatives do not acquire negative trends, the Russian government is obliged to turn to history in order to develop the right strategy and tactics of its actions in the province. In this we see the relevance and value of this article.

Author: Doctor of Historical Sciences, Professor, North Ossetian State University. K.L. Khetagurov, Russian Federation.
e-mail: nadezhda-blejjkh@mail.ru

II. Discussion

In the process of gradual incorporation of the North Caucasian territories into the body of the Russian state, the ethnic communities living on them began to express hope not only of protecting their socio-economic needs with a reliable state institution, but also of tolerance. Such a conclusion proceeded from the existing practice of confessional policy pursued by the Russian Empire until the 19th century. This thesis confirms the statement of the famous enlightener I. Gasprinsky. He said the following: “According to the laws of our Fatherland, Russian Muslims enjoy equal rights with native Russians and even in some cases, in respect of their social and religious life, have some advantages and benefits” [Gasprinsky, 1881: 23].

Indeed, Islam in the North Caucasus had parity status, and people professing this religion were officially considered citizens of the united Fatherland. This is reflected at the legislative level. So, in one of the legal decrees of the “Code of the Russian Empire” the following was proclaimed: “all those who swore allegiance to the emperor become true Russian citizens, self-forcefully of nationality and religion” [Review of historical information about the Code of laws of the Russian Empire. 1837: 11]. As we see, the principle of religious tolerance was observed in the country, which implied its indisputable fulfillment.

The liberalism of the Russian Empire with respect to Islam dates back to the times of the well-known prescription of Empress Catherine the Second in 1773: “... the general authority of various faiths was transferred to secular rather than religious authorities,

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which protected inverted confessions from any influence of the Orthodox Church" [Arapov, 2005: 289]. Although there are earlier sources dating back to 1584, which tell us that even at the time of FedorIvanovich "there were no harassment of Mohammedans in Russia" [Bleich, 2014: 37-39]. We see the reason for such loyalty in an even earlier period - in the time of the Golden Horde raids on Russia. As you know, the Mongols, as Muslims, never oppressed the Gentiles and even showed them their protection. This kind of "civilizational compromise" was very widely used in other countries. However, unlike many European states, where tolerance was only partially allowed, many documents testified that "the Russians never proved their religious superiority" [RGADA. F. 1406: 287].

Travelers who observed the policies of Russian officials in the newly attached regions of the North Caucasus in the first half of the 19th century noted the differences between Russian officials and the activities of Europeans in their Eastern countries. They claimed that "the Russians attempted to build mosques, supply mullahs, etc." [TsGIA. F. 229: 47].

This fact was also confirmed during the Russian-Iranian confrontation (1826-1828), when the Persian leader Gassan Khan wanted to raze the Echmiadzin monastery, his advisers reminded him that even "the Russians had twice visited the Erivan Khanate and both times having been defeated, upon withdrawing, they never insulted the Mohammedan shrine "[TsGA RSO-A. F. 290: 23].

The imperative of tolerance was also dominant in the formation of the internal policy of the Empire in the process of the Caucasian War (1817-1864). Despite the fact that its main slogan was "the struggle for faith," Russia's respectful attitude to Islam has not changed. Although many researchers still consider the policy of the state of the XIX century "anti-Islamic." One of them is the professor of Telaviv University M. Hammer, who in his writings has repeatedly stated that such a policy "threatened the Caucasian peoples with the loss of their identity." However, the author sometimes contradicts himself, sometimes giving facts value judgments. So, in his work "Muslim Resistance to the Tsar: Shamil and the Conquest of Chechnia and Daghestan", he was forced to note: "... even during fierce battles, mosques were guarded by Russian troops" [Hammer, 1994: 88, 112, 267].

The fact that the largest mosque in the village of Germenchuk was built with the money allocated by the "proconsul of the Caucasus" General A.P. Yermolov [Bleikh, 2017: 187] also speaks about the attitude towards Islam during the formation of "Russian rule" in the North Caucasus.

During the Caucasian War, the search for opposition to religious fanaticism prompted Russian officials to emphasize traditionalism based on stereotypes of the functioning of "native societies" [Bleich, 2009: 289]. This method was supposed to create an obstacle to the use of the Islamic faith for anti-Russian purposes, but it was in no way directed against religion itself. On the contrary, balanced and very restrained approaches were created, since the civilizational advantages during the ongoing confrontation in the region were of great importance.

An increased interest in religious fanaticism in the second half of the XIX century. from the side of tsarist officials was observed in areas that once belonged to the imamat of Shamil and served as the main zones of military operations. In this aspect, we especially note the Chechen tribes living in the highland zone. Kabardian societies were less susceptible to anti-Russian propaganda. This fact also found reflection in the Russian confessional policy pursued in the North Caucasus [Bleich, 2015: 67].

However, not only internal, but also external factors influenced the emerging political situation. "The risk of religious contradictions was caused not so much by ideological clashes between the two faiths - the Christian East European) and Muslim (East Islamic), which were previously antagonistic in nature, but by doctrinal differences in Islam itself," said researcher R.M. Gichibekova [Gichibekova, 2012: 72].

Among Muslims of the East Caucasus, they appeared due to the influence of Iran, where Shiism was widespread, and the Western Caucasus was influenced by the Ottoman Empire, thanks to which Sunnism was established. Sunnis and Shiites accused each other of inconsistency with "the ancient decrees of Muhammad" [Bleich, 2015: 03-07]. The Shiites considered it incorrect to take into account the "opinions of the community" regarding religious practices and gave the palm to the spiritual leader (imam) in making such decisions, considering him "the herald of the infallible wisdom of the highest religious authority." The Sunnis, in turn, considered the Shiites "extremists and provocateurs." As a result of this ideological split in Islam, there was a probable danger of a regional conflict, as noted by the French writer A. Dumas when visiting the Caucasus in 1858. He wrote that because of religious contradictions, those professing Sunnism and Shiism "hate each other as sincerely and deeply as Catholics and Huguenots in the 16th century" [RGADA. F. 1406: 287]. However, between the Sunnis themselves there was a division into the Khanifat and Shafiitemadhhabs. Adherents of the first direction were Adygs, Abazins, Balkars, Kabardians, Nogais, Turkmens, Circassians, adherents of the second - Dagestan peoples, Chechens, Ingush.

As you can see, the advance of the Russian Empire to the North Caucasus in areas with a Muslim population was carried out using religion itself. In this aspect, one cannot fail to mention Muhajirism, which arose as a result of the agitation of Turkey in the 60s of the XIX century, which is still the subject of debate.

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Contrary to the assurances of the Ottoman authorities about the allegedly prosperous life, immigrants faced bans on the use of their native language and their culture, i.e. the impossibility of their spiritual development. As a result, they became impersonal, lost their ethnicity, even the administration of religious rites was to be performed in Turkish. For this purpose, representatives of the local clergy were sent to all mosques in the Caucasian diaspora. Over time, many immigrants realized that their status in Christian Russia was much higher than in the Muslim Port [TsGA RSO-A. F. 290: 32], since the latter always took into account ethnic and religious factors, special attention was paid to the spirituality of the mountain peoples.

Imperial power headed for the development of Muslim education. The opening of new mektebs (secondary) and madrassas (higher) theological educational institutions was highly encouraged. As a result, by the end of the XIX century in the Caucasus there were more than 2 thousand. However, they were located unevenly: 47% were in the eastern regions of the region and only 3% were in the western regions [Khachidogov, 2015: 67]. Therefore, the educational policy pursued by Russia needed substantial reform.

Mektebe were educational institutions of the initial stage. Their appearance did not require official permission from the authorities. But only the presence of students and the desire of the teacher. Therefore, they were in every village. Madrasahs were educational institutions of the highest order and therefore existed only in large cities. An important drawback of the educational policy was that in the aforementioned educational institutions, teachers were often emissaries from Muslim countries (Turkey, Afghanistan, Iran), who often cultivated an anti-Russian attitude among young people, which, of course, led to separatism. However, such training centers did not become popular with the population over time, and deprived of all financial support from the state, they gradually began to disappear. But to say that there was a general ban on the establishment and functioning of theological educational institutions would be wrong. Moreover, all theological literature began to be translated into Russian and the languages of ethnic groups (the fully Arabic language, which is dominant in the teaching of spiritual disciplines, was eliminated after 1917) [Bleich, 2017: 47].

In parallel with the classical mosque schools, state "state" schools began to open everywhere in the region, in which they also taught the basics of spiritual dogma. Moreover, in areas where there was multi-confessionality (for example, in the Stavropol Territory, Ossetia), the Law of God and Islam (by choice) were taught in schools. Interestingly, the right to teach the principles of Islam was granted to residents from the clergy themselves. Such schools were the object so f administrative supervision.

In the Russian Empire, they also respected traditional Islamic institutions, one of which was the custom, at least once in a lifetime, to perform a hajj (pilgrimage) to Mecca in order to worship the "tomb of the Prophet Mohammed". All conditions were created for those wishing to visit Muslim shrines: help was allocated from the treasury, there were specially equipped “pilgrimage ships” with everything necessary “for the masters to perform the hajj”. In the event that individual pilgrims to holy places returned to their homeland with anti-Russian sentiments, they were monitored by the Ministry of the Interior, but in general, a ban was not established on pilgrimages for the faithful.

The construction of new Muslim temples was also encouraged. For their development, donations voluntarily collected by the population were used. From their midst, the communities chose themselves and spiritual mentors. The administration did not intervene in these decisions, therefore the “verdicts of mountain societies” usually did not meet with obstacles [TsGIA RG. F. 229: 47].

III. Conclusion

The main attribute of the confessional policy of the Russian Empire of the XIX century is the strengthening of the foundations of the Muslim faith. It became possible only after the North Caucasian peoples entered the legal and socio cultural field of Russia. For the above period, interested foreign countries could not achieve this in the Muslim regions of Russia.

Due to the correctly conducted confessional policy of the Empire in the North Caucasus, the Islamization of the population began to increase, and even in those areas that before incorporation were subject to this process very superficially. The signs of the “Islamic renaissance” in the body of the Empire were the legitimacy of Islamic classical institutions, the unhindered administration of religious instruction.

The consolidation of the principles of dogma was undertaken by the Russian authorities primarily to “increase citizenship and morality” in the western and eastern suburbs, but in the latter civilization was more pronounced. The reorganization in the North Caucasus in the economic, political and socio-spiritual spheres contributed to the rooting of the authority of Islam in the life of a foreign ethnic society, and contributed to the Muslims of the highlanders.

As a result, the Muslim faith strengthened its position, gradually acquiring reserves that are constructive for the evolutionary integrity of Russian statehood. It ceased to play an aggressively negative role, transforming in the North Caucasus periphery into an element of national consolidation. However, many Russian projections to upgrade the North Caucasus region remained only on paper. This also affected the

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attitude to Islam, as a result of which modern politicians and scientists have many mysteries. Therefore, the Muslim issue today is in the spotlight and requires the development of a more balanced solution to the Islamic problem.

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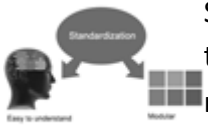
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The FARSHS can go through standards of OARS. You can also play vital role if you have any suggestions so that proper amendment can take place to improve the same for the benefit of entire research community.

As FARSHS, you will be given a renowned, secure and free professional email address with 100 GB of space e.g. johnhall@globaljournals.org. This will include Webmail, Spam Assassin, Email Forwarders,Auto-Responders, Email Delivery Route tracing, etc.





The FARSHS will be eligible for a free application of standardization of their researches. Standardization of research will be subject to acceptability within stipulated norms as the next step after publishing in a journal. We shall depute a team of specialized research professionals who will render their services for elevating your researches to next higher level, which is worldwide open standardization.

The FARSHS member can apply for grading and certification of standards of the educational and Institutional Degrees to Open Association of Research, Society U.S.A.
Once you are designated as FARSHS, you may send us a scanned copy of all of your credentials. OARS will verify, grade and certify them. This will be based on your academic records, quality of research papers published by you, and some more criteria. After certification of all your credentials by OARS, they will be published on your Fellow Profile link on website https://associationofresearch.org which will be helpful to upgrade the dignity.



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The FARSHS member is eligible to join as a paid peer reviewer at Global Journals Incorporation (USA) and can get remuneration of 15% of author fees, taken from the author of a respective paper. After reviewing 5 or more papers you can request to transfer the amount to your bank account.



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The following benefitscan be availed by you only for next three years from the date of certification.



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As MARSHS, you willbegiven a renowned, secure and free professional email address with 30 GB of space e.g. johnhall@globaljournals.org. This will include Webmail, Spam Assassin, Email Forwarders,Auto-Responders, Email Delivery Route tracing, etc.





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AUXILIARY MEMBERSHIPS

Institutional Fellow of Open Association of Research Society (USA) - OARS (USA)

Global Journals Incorporation (USA) is accredited by Open Association of Research Society, U.S.A (OARS) and in turn, affiliates research institutions as "Institutional Fellow of Open Association of Research Society" (IFOARS).



The "FARSC" is a dignified title which is accorded to a person's name viz. Dr. John E. Hall, Ph.D., FARSC or William Walldroff, M.S., FARSC.

The IFOARS institution is entitled to form a Board comprised of one Chairperson and three to five board members preferably from different streams. The Board will be recognized as "Institutional Board of Open Association of Research Society"-(IBOARS).

The Institute will be entitled to following benefits:

The IBOARS can initially review research papers of their institute and recommend them to publish with respective journal of Global Journals. It can also review the papers of other institutions after obtaining our consent. The second review will be done by peer reviewer of Global Journals Incorporation (USA) The Board is at liberty to appoint a peer reviewer with the approval of chairperson after consulting us.

The author fees of such paper may be waived off up to 40%.

The Global Journals Incorporation (USA) at its discretion can also refer double blind peer reviewed paper at their end to the board for the verification and to get recommendation for final stage of acceptance of publication.





The IBOARS can organize symposium/seminar/conference in their country on behalf of Global Journals Incorporation (USA)-OARS (USA). The terms and conditions can be discussed separately.

The Board can also play vital role by exploring and giving valuable suggestions regarding the Standards of "Open Association of Research Society, U.S.A (OARS)" so that proper amendment can take place for the benefit of entire research community. We shall provide details of particular standard only on receipt of request from the Board.



The board members can also join us as Individual Fellow with 40% discount on total fees applicable to Individual Fellow. They will be entitled to avail all the benefits as declared. Please visit Individual Fellow-sub menu of GlobalJournals.org to have more relevant details.

We shall provide you intimation regarding launching of e-version of journal of your stream time to time. This may be utilized in your library for the enrichment of knowledge of your students as well as it can also be helpful for the concerned faculty members.



After nomination of your institution as "Institutional Fellow" and constantly functioning successfully for one year, we can consider giving recognition to your institute to function as Regional/Zonal office on our behalf.
The board can also take up the additional allied activities for betterment after our consultation.

The following entitlements are applicable to individual Fellows:



Open Association of Research Society, U.S.A (OARS) By-laws states that an individual Fellow may use the designations as applicable, or the corresponding initials. The Credentials of individual Fellow and Associate designations signify that the individual has gained knowledge of the fundamental concepts. One is magnanimous and proficient in an expertise course covering the professional code of conduct, and follows recognized standards of practice.

Open Association of Research Society (US)/ Global Journals Incorporation (USA), as described in Corporate Statements, are educational, research publishing and professional membership organizations. Achieving our individual Fellow or Associate status is based mainly on meeting stated educational research requirements.



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We shall provide print version of 12 issues of any three journals [as per your requirement] out of our 38 journals worth $ 2376 USD.

Other:

The individual Fellow and Associate designations accredited by Open Association of Research Society (US) credentials signify guarantees following achievements:

- The professional accredited with Fellow honor, is entitled to various benefits viz. name, fame, honor, regular flow of income, secured bright future, social status etc.

- In addition to above, if one is single author, then entitled to 40% discount on publishing research paper and can get 10%discount if one is co-author or main author among group of authors.
- The Fellow can organize symposium/seminar/conference on behalf of Global Journals Incorporation (USA) and he/she can also attend the same organized by other institutes on behalf of Global Journals.
- The Fellow can become member of Editorial Board Member after completing 3yrs.
- The Fellow can earn 60% of sales proceeds from the sale of reference/review books/literature/publishing of research paper.
- Fellow can also join as paid peer reviewer and earn 15% remuneration of author charges and can also get an opportunity to join as member of the Editorial Board of Global Journals Incorporation (USA)
- • This individual has learned the basic methods of applying those concepts and techniques to common challenging situations. This individual has further demonstrated an in–depth understanding of the application of suitable techniques to a particular area of research practice.

Note :

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- In future, if the board feels the necessity to change any board member, the same can be done with the consent of the chairperson along with anyone board member without our approval.
- In case, the chairperson needs to be replaced then consent of 2/3rd board members are required and they are also required to jointly pass the resolution copy of which should be sent to us. In such case, it will be compulsory to obtain our approval before replacement.
- In case of "Difference of Opinion [if any]" among the Board members, our decision will be final and binding to everyone.

"

Preferred Author Guidelines

We accept the manuscript submissions in any standard (generic) format.

We typeset manuscripts using advanced typesetting tools like Adobe In Design, CorelDraw, TeXnicCenter, and TeXStudio. We usually recommend authors submit their research using any standard format they are comfortable with, and let Global Journals do the rest.

Alternatively, you can download our basic template from https://globaljournals.org/Template.zip

Authors should submit their complete paper/article, including text illustrations, graphics, conclusions, artwork, and tables. Authors who are not able to submit manuscript using the form above can email the manuscript department at submit@globaljournals.org or get in touch with chiefeditor@globaljournals.org if they wish to send the abstract before submission.

Before and during Submission

Authors must ensure the information provided during the submission of a paper is authentic. Please go through the following checklist before submitting:

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2. Authors must accept the privacy policy, terms, and conditions of Global Journals.
3. Ensure corresponding author's email address and postal address are accurate and reachable.
4. Manuscript to be submitted must include keywords, an abstract, a paper title, co-author(s') names and details (email address, name, phone number, and institution), figures and illustrations in vector format including appropriate captions, tables, including titles and footnotes, a conclusion, results, acknowledgments and references.
5. Authors should submit paper in a ZIP archive if any supplementary files are required along with the paper.
6. Proper permissions must be acquired for the use of any copyrighted material.
7. Manuscript submitted *must not have been submitted or published elsewhere* and all authors must be aware of the submission.

Declaration of Conflicts of Interest

It is required for authors to declare all financial, institutional, and personal relationships with other individuals and organizations that could influence (bias) their research.

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Plagiarized content will not be considered for publication. We reserve the right to inform authors' institutions about plagiarism detected either before or after publication. If plagiarism is identified, we will follow COPE guidelines:

Authors are solely responsible for all the plagiarism that is found. The author must not fabricate, falsify or plagiarize existing research data. The following, if copied, will be considered plagiarism:

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- Findings
- Writings
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- Graphs
- Illustrations
- Lectures

- Printed material
- Graphic representations
- Computer programs
- Electronic material
- Any other original work

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1. Substantial contributions to the conception and acquisition of data, analysis, and interpretation of findings.
2. Drafting the paper and revising it critically regarding important academic content.
3. Final approval of the version of the paper to be published.

Changes in Authorship

The corresponding author should mention the name and complete details of all co-authors during submission and in manuscript. We support addition, rearrangement, manipulation, and deletions in authors list till the early view publication of the journal. We expect that corresponding author will notify all co-authors of submission. We follow COPE guidelines for changes in authorship.

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Appealing Decisions

Unless specified in the notification, the Editorial Board's decision on publication of the paper is final and cannot be appealed before making the major change in the manuscript.

Acknowledgments

Contributors to the research other than authors credited should be mentioned in Acknowledgments. The source of funding for the research can be included. Suppliers of resources may be mentioned along with their addresses.

Declaration of funding sources

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Preparing your Manuscript

Authors can submit papers and articles in an acceptable file format: MS Word (doc, docx), LaTeX (.tex, .zip or .rar including all of your files), Adobe PDF (.pdf), rich text format (.rtf), simple text document (.txt), Open Document Text (.odt), and Apple Pages (.pages). Our professional layout editors will format the entire paper according to our official guidelines. This is one of the highlights of publishing with Global Journals—authors should not be concerned about the formatting of their paper. Global Journals accepts articles and manuscripts in every major language, be it Spanish, Chinese, Japanese, Portuguese, Russian, French, German, Dutch, Italian, Greek, or any other national language, but the title, subtitle, and abstract should be in English. This will facilitate indexing and the pre-peer review process.

The following is the official style and template developed for publication of a research paper. Authors are not required to follow this style during the submission of the paper. It is just for reference purposes.

Manuscript Style Instruction (Optional)

- Microsoft Word Document Setting Instructions.
- Font type of all text should be Swis721 Lt BT.
- Page size: 8.27" x 11'", left margin: 0.65, right margin: 0.65, bottom margin: 0.75.
- Paper title should be in one column of font size 24.
- Author name in font size of 11 in one column.
- Abstract: font size 9 with the word "Abstract" in bold italics.
- Main text: font size 10 with two justified columns.
- Two columns with equal column width of 3.38 and spacing of 0.2.
- First character must be three lines drop-capped.
- The paragraph before spacing of 1 pt and after of 0 pt.
- Line spacing of 1 pt.
- Large images must be in one column.
- The names of first main headings (Heading 1) must be in Roman font, capital letters, and font size of 10.
- The names of second main headings (Heading 2) must not include numbers and must be in italics with a font size of 10.

Structure and Format of Manuscript

The recommended size of an original research paper is under 15,000 words and review papers under 7,000 words. Research articles should be less than 10,000 words. Research papers are usually longer than review papers. Review papers are reports of significant research (typically less than 7,000 words, including tables, figures, and references)

A research paper must include:

a) A title which should be relevant to the theme of the paper.
b) A summary, known as an abstract (less than 150 words), containing the major results and conclusions.
c) Up to 10 keywords that precisely identify the paper's subject, purpose, and focus.
d) An introduction, giving fundamental background objectives.
e) Resources and techniques with sufficient complete experimental details (wherever possible by reference) to permit repetition, sources of information must be given, and numerical methods must be specified by reference.
f) Results which should be presented concisely by well-designed tables and figures.
g) Suitable statistical data should also be given.
h) All data must have been gathered with attention to numerical detail in the planning stage.

Design has been recognized to be essential to experiments for a considerable time, and the editor has decided that any paper that appears not to have adequate numerical treatments of the data will be returned unrefereed.

i) Discussion should cover implications and consequences and not just recapitulate the results; conclusions should also be summarized.
j) There should be brief acknowledgments.
k) There ought to be references in the conventional format. Global Journals recommends APA format.

Authors should carefully consider the preparation of papers to ensure that they communicate effectively. Papers are much more likely to be accepted if they are carefully designed and laid out, contain few or no errors, are summarizing, and follow instructions. They will also be published with much fewer delays than those that require much technical and editorial correction.

The Editorial Board reserves the right to make literary corrections and suggestions to improve brevity.



Format Structure

It is necessary that authors take care in submitting a manuscript that is written in simple language and adheres to published guidelines.

All manuscripts submitted to Global Journals should include:

Title

The title page must carry an informative title that reflects the content, a running title (less than 45 characters together with spaces), names of the authors and co-authors, and the place(s) where the work was carried out.

Author details

The full postal address of any related author(s) must be specified.

Abstract

The abstract is the foundation of the research paper. It should be clear and concise and must contain the objective of the paper and inferences drawn. It is advised to not include big mathematical equations or complicated jargon.

Many researchers searching for information online will use search engines such as Google, Yahoo or others. By optimizing your paper for search engines, you will amplify the chance of someone finding it. In turn, this will make it more likely to be viewed and cited in further works. Global Journals has compiled these guidelines to facilitate you to maximize the web-friendliness of the most public part of your paper.

Keywords

A major lynchpin of research work for the writing of research papers is the keyword search, which one will employ to find both library and internet resources. Up to eleven keywords or very brief phrases have to be given to help data retrieval, mining, and indexing.

One must be persistent and creative in using keywords. An effective keyword search requires a strategy: planning of a list of possible keywords and phrases to try.

Choice of the main keywords is the first tool of writing a research paper. Research paper writing is an art. Keyword search should be as strategic as possible.

One should start brainstorming lists of potential keywords before even beginning searching. Think about the most important concepts related to research work. Ask, “What words would a source have to include to be truly valuable in a research paper?” Then consider synonyms for the important words.

It may take the discovery of only one important paper to steer in the right keyword direction because, in most databases, the keywords under which a research paper is abstracted are listed with the paper.

Numerical Methods

Numerical methods used should be transparent and, where appropriate, supported by references.

Abbreviations

Authors must list all the abbreviations used in the paper at the end of the paper or in a separate table before using them.

Formulas and equations

Authors are advised to submit any mathematical equation using either MathJax, KaTeX, or LaTeX, or in a very high-quality image.

Tables, Figures, and Figure Legends

Tables: Tables should be cautiously designed, uncrowned, and include only essential data. Each must have an Arabic number, e.g., Table 4, a self-explanatory caption, and be on a separate sheet. Authors must submit tables in an editable format and not as images. References to these tables (if any) must be mentioned accurately.

Figures

Figures are supposed to be submitted as separate files. Always include a citation in the text for each figure using Arabic numbers, e.g., Fig. 4. Artwork must be submitted online in vector electronic form or by emailing it.

Preparation of Eletronic Figures for Publication

Although low-quality images are sufficient for review purposes, print publication requires high-quality images to prevent the final product being blurred or fuzzy. Submit (possibly by e-mail) EPS (line art) or TIFF (halftone/ photographs) files only. MS PowerPoint and Word Graphics are unsuitable for printed pictures. Avoid using pixel-oriented software. Scans (TIFF only) should have a resolution of at least 350 dpi (halftone) or 700 to 1100 dpi (line drawings). Please give the data for figures in black and white or submit a Color Work Agreement form. EPS files must be saved with fonts embedded (and with a TIFF preview, if possible).

For scanned images, the scanning resolution at final image size ought to be as follows to ensure good reproduction: line art: >650 dpi; halftones (including gel photographs): >350 dpi; figures containing both halftone and line images: >650 dpi.

Color charges: Authors are advised to pay the full cost for the reproduction of their color artwork. Hence, please note that if there is color artwork in your manuscript when it is accepted for publication, we would require you to complete and return a Color Work Agreement form before your paper can be published. Also, you can email your editor to remove the color fee after acceptance of the paper.

Tips for writing a good quality Social Science Research Paper

Techniques for writing a good quality homan social science research paper:

1. Choosing the topic: In most cases, the topic is selected by the interests of the author, but it can also be suggested by the guides. You can have several topics, and then judge which you are most comfortable with. This may be done by asking several questions of yourself, like "Will I be able to carry out a search in this area? Will I find all necessary resources to accomplish the search? Will I be able to find all information in this field area?" If the answer to this type of question is "yes," then you ought to choose that topic. In most cases, you may have to conduct surveys and visit several places. Also, you might have to do a lot of work to find all the rises and falls of the various data on that subject. Sometimes, detailed information plays a vital role, instead of short information. Evaluators are human: The first thing to remember is that evaluators are also human beings. They are not only meant for rejecting a paper. They are here to evaluate your paper. So present your best aspect.

2. Think like evaluators: If you are in confusion or getting demotivated because your paper may not be accepted by the evaluators, then think, and try to evaluate your paper like an evaluator. Try to understand what an evaluator wants in your research paper, and you will automatically have your answer. Make blueprints of paper: The outline is the plan or framework that will help you to arrange your thoughts. It will make your paper logical. But remember that all points of your outline must be related to the topic you have chosen.

3. Ask your guides: If you are having any difficulty with your research, then do not hesitate to share your difficulty with your guide (if you have one). They will surely help you out and resolve your doubts. If you can't clarify what exactly you require for your work, then ask your supervisor to help you with an alternative. He or she might also provide you with a list of essential readings.

4. Use of computer is recommended: As you are doing research in the field of homan social science then this point is quite obvious. Use right software: Always use good quality software packages. If you are not capable of judging good software, then you can lose the quality of your paper unknowingly. There are various programs available to help you which you can get through the internet.

5. Use the internet for help: An excellent start for your paper is using Google. It is a wondrous search engine, where you can have your doubts resolved. You may also read some answers for the frequent question of how to write your research paper or find a model research paper. You can download books from the internet. If you have all the required books, place importance on reading, selecting, and analyzing the specified information. Then sketch out your research paper. Use big pictures: You may use encyclopedias like Wikipedia to get pictures with the best resolution. At Global Journals, you should strictly follow here.



6. Bookmarks are useful: When you read any book or magazine, you generally use bookmarks, right? It is a good habit which helps to not lose your continuity. You should always use bookmarks while searching on the internet also, which will make your search easier.

7. Revise what you wrote: When you write anything, always read it, summarize it, and then finalize it.

8. Make every effort: Make every effort to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in the introduction—what is the need for a particular research paper. Polish your work with good writing skills and always give an evaluator what he wants. Make backups: When you are going to do any important thing like making a research paper, you should always have backup copies of it either on your computer or on paper. This protects you from losing any portion of your important data.

9. Produce good diagrams of your own: Always try to include good charts or diagrams in your paper to improve quality. Using several unnecessary diagrams will degrade the quality of your paper by creating a hodgepodge. So always try to include diagrams which were made by you to improve the readability of your paper. Use of direct quotes: When you do research relevant to literature, history, or current affairs, then use of quotes becomes essential, but if the study is relevant to science, use of quotes is not preferable.

10. Use proper verb tense: Use proper verb tenses in your paper. Use past tense to present those events that have happened. Use present tense to indicate events that are going on. Use future tense to indicate events that will happen in the future. Use of wrong tenses will confuse the evaluator. Avoid sentences that are incomplete.

11. Pick a good study spot: Always try to pick a spot for your research which is quiet. Not every spot is good for studying.

12. Know what you know: Always try to know what you know by making objectives, otherwise you will be confused and unable to achieve your target.

13. Use good grammar: Always use good grammar and words that will have a positive impact on the evaluator; use of good vocabulary does not mean using tough words which the evaluator has to find in a dictionary. Do not fragment sentences. Eliminate one-word sentences. Do not ever use a big word when a smaller one would suffice.

Verbs have to be in agreement with their subjects. In a research paper, do not start sentences with conjunctions or finish them with prepositions. When writing formally, it is advisable to never split an infinitive because someone will (wrongly) complain. Avoid clichés like a disease. Always shun irritating alliteration. Use language which is simple and straightforward. Put together a neat summary.

14. Arrangement of information: Each section of the main body should start with an opening sentence, and there should be a changeover at the end of the section. Give only valid and powerful arguments for your topic. You may also maintain your arguments with records.

15. Never start at the last minute: Always allow enough time for research work. Leaving everything to the last minute will degrade your paper and spoil your work.

16. Multitasking in research is not good: Doing several things at the same time is a bad habit in the case of research activity. Research is an area where everything has a particular time slot. Divide your research work into parts, and do a particular part in a particular time slot.

17. Never copy others' work: Never copy others' work and give it your name because if the evaluator has seen it anywhere, you will be in trouble. Take proper rest and food: No matter how many hours you spend on your research activity, if you are not taking care of your health, then all your efforts will have been in vain. For quality research, take proper rest and food.

18. Go to seminars: Attend seminars if the topic is relevant to your research area. Utilize all your resources.
Refresh your mind after intervals: Try to give your mind a rest by listening to soft music or sleeping in intervals. This will also improve your memory. Acquire colleagues: Always try to acquire colleagues. No matter how sharp you are, if you acquire colleagues, they can give you ideas which will be helpful to your research.

19. Think technically: Always think technically. If anything happens, search for its reasons, benefits, and demerits. Think and then print: When you go to print your paper, check that tables are not split, headings are not detached from their descriptions, and page sequence is maintained.

20. Adding unnecessary information: Do not add unnecessary information like "I have used MS Excel to draw graphs." Irrelevant and inappropriate material is superfluous. Foreign terminology and phrases are not apropos. One should never take a broad view. Analogy is like feathers on a snake. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Never oversimplify: When adding material to your research paper, never go for oversimplification; this will definitely irritate the evaluator. Be specific. Never use rhythmic redundancies. Contractions shouldn't be used in a research paper. Comparisons are as terrible as clichés. Give up ampersands, abbreviations, and so on. Remove commas that are not necessary. Parenthetical words should be between brackets or commas. Understatement is always the best way to put forward earth-shaking thoughts. Give a detailed literary review.

21. Report concluded results: Use concluded results. From raw data, filter the results, and then conclude your studies based on measurements and observations taken. An appropriate number of decimal places should be used. Parenthetical remarks are prohibited here. Proofread carefully at the final stage. At the end, give an outline to your arguments. Spot perspectives of further study of the subject. Justify your conclusion at the bottom sufficiently, which will probably include examples.

22. Upon conclusion: Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium though which your research is going to be in print for the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects of your research.

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Informal Guidelines of Research Paper Writing

Key points to remember:

- Submit all work in its final form.
- Write your paper in the form which is presented in the guidelines using the template.
- Please note the criteria peer reviewers will use for grading the final paper.

Final points:

One purpose of organizing a research paper is to let people interpret your efforts selectively. The journal requires the following sections, submitted in the order listed, with each section starting on a new page:

The introduction: This will be compiled from reference matter and reflect the design processes or outline of basis that directed you to make a study. As you carry out the process of study, the method and process section will be constructed like that. The results segment will show related statistics in nearly sequential order and direct reviewers to similar intellectual paths throughout the data that you gathered to carry out your study.

The discussion section:

This will provide understanding of the data and projections as to the implications of the results. The use of good quality references throughout the paper will give the effort trustworthiness by representing an alertness to prior workings.

Writing a research paper is not an easy job, no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record-keeping are the only means to make straightforward progression.

General style:

Specific editorial column necessities for compliance of a manuscript will always take over from directions in these general guidelines.

To make a paper clear: Adhere to recommended page limits.



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Mistakes to avoid:

- Insertion of a title at the foot of a page with subsequent text on the next page.
- Separating a table, chart, or figure—confine each to a single page.
- Submitting a manuscript with pages out of sequence.
- In every section of your document, use standard writing style, including articles ("a" and "the").
- Keep paying attention to the topic of the paper.
- Use paragraphs to split each significant point (excluding the abstract).
- Align the primary line of each section.
- Present your points in sound order.
- Use present tense to report well-accepted matters.
- Use past tense to describe specific results.
- Do not use familiar wording; don't address the reviewer directly. Don't use slang or superlatives.
- Avoid use of extra pictures—include only those figures essential to presenting results.

Title page:

Choose a revealing title. It should be short and include the name(s) and address(es) of all authors. It should not have acronyms or abbreviations or exceed two printed lines.

Abstract: This summary should be two hundred words or less. It should clearly and briefly explain the key findings reported in the manuscript and must have precise statistics. It should not have acronyms or abbreviations. It should be logical in itself. Do not cite references at this point.

An abstract is a brief, distinct paragraph summary of finished work or work in development. In a minute or less, a reviewer can be taught the foundation behind the study, common approaches to the problem, relevant results, and significant conclusions or new questions.

Write your summary when your paper is completed because how can you write the summary of anything which is not yet written? Wealth of terminology is very essential in abstract. Use comprehensive sentences, and do not sacrifice readability for brevity; you can maintain it succinctly by phrasing sentences so that they provide more than a lone rationale. The author can at this moment go straight to shortening the outcome. Sum up the study with the subsequent elements in any summary. Try to limit the initial two items to no more than one line each.

Reason for writing the article—theory, overall issue, purpose.

- Fundamental goal.
- To-the-point depiction of the research.
- Consequences, including definite statistics—if the consequences are quantitative in nature, account for this; results of any numerical analysis should be reported. Significant conclusions or questions that emerge from the research.

Approach:

- Single section and succinct.
- An outline of the job done is always written in past tense.
- Concentrate on shortening results—limit background information to a verdict or two.
- Exact spelling, clarity of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else.

Introduction:

The introduction should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable of comprehending and calculating the purpose of your study without having to refer to other works. The basis for the study should be offered. Give the most important references, but avoid making a comprehensive appraisal of the topic. Describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will give no attention to your results. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here.

The following approach can create a valuable beginning:

- Explain the value (significance) of the study.
- Defend the model—why did you employ this particular system or method? What is its compensation? Remark upon its appropriateness from an abstract point of view as well as pointing out sensible reasons for using it.
- Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- Briefly explain the study's tentative purpose and how it meets the declared objectives.

Approach:

Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done. Sort out your thoughts; manufacture one key point for every section. If you make the four points listed above, you will need at least four paragraphs. Present surrounding information only when it is necessary to support a situation. The reviewer does not desire to read everything you know about a topic. Shape the theory specifically—do not take a broad view.

As always, give awareness to spelling, simplicity, and correctness of sentences and phrases.

Procedures (methods and materials):

This part is supposed to be the easiest to carve if you have good skills. A soundly written procedures segment allows a capable scientist to replicate your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order, but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt to give the least amount of information that would permit another capable scientist to replicate your outcome, but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section.

When a technique is used that has been well-described in another section, mention the specific item describing the way, but draw the basic principle while stating the situation. The purpose is to show all particular resources and broad procedures so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step-by-step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

Materials may be reported in part of a section or else they may be recognized along with your measures.

Methods:

- Report the method and not the particulars of each process that engaged the same methodology.
- Describe the method entirely.
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures.
- Simplify—detail how procedures were completed, not how they were performed on a particular day.
- If well-known procedures were used, account for the procedure by name, possibly with a reference, and that's all.

Approach:

It is embarrassing to use vigorous voice when documenting methods without using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result, when writing up the methods, most authors use third person passive voice.

Use standard style in this and every other part of the paper—avoid familiar lists, and use full sentences.

What to keep away from:

- Resources and methods are not a set of information.
- Skip all descriptive information and surroundings—save it for the argument.
- Leave out information that is immaterial to a third party.



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Results:

The principle of a results segment is to present and demonstrate your conclusion. Create this part as entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Use statistics and tables, if suitable, to present consequences most efficiently.

You must clearly differentiate material which would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matters should not be submitted at all except if requested by the instructor.

Content:

- Sum up your conclusions in text and demonstrate them, if suitable, with figures and tables.
- In the manuscript, explain each of your consequences, and point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation of an exacting study.
- Explain results of control experiments and give remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or manuscript.

What to stay away from:

- Do not discuss or infer your outcome, report surrounding information, or try to explain anything.
- Do not include raw data or intermediate calculations in a research manuscript.
- Do not present similar data more than once.
- A manuscript should complement any figures or tables, not duplicate information.
- Never confuse figures with tables—there is a difference.

Approach:

As always, use past tense when you submit your results, and put the whole thing in a reasonable order.

Put figures and tables, appropriately numbered, in order at the end of the report.

If you desire, you may place your figures and tables properly within the text of your results section.

Figures and tables:

If you put figures and tables at the end of some details, make certain that they are visibly distinguished from any attached appendix materials, such as raw facts. Whatever the position, each table must be titled, numbered one after the other, and include a heading. All figures and tables must be divided from the text.

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Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implications of the study. The purpose here is to offer an understanding of your results and support all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of results should be fully described.

Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact, you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved the prospect, and let it drop at that. Make a decision as to whether each premise is supported or discarded or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."

Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work.

- You may propose future guidelines, such as how an experiment might be personalized to accomplish a new idea.
- Give details of all of your remarks as much as possible, focusing on mechanisms.
- Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted. Try to present substitute explanations if they are sensible alternatives.
- One piece of research will not counter an overall question, so maintain the large picture in mind. Where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

When you refer to information, differentiate data generated by your own studies from other available information. Present work done by specific persons (including you) in past tense.

Describe generally acknowledged facts and main beliefs in present tense.

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Topics	Grades		
	A-B	**C-D**	**E-F**
Abstract	Clear and concise with appropriate content, Correct format. 200 words or below	Unclear summary and no specific data, Incorrect form Above 200 words	No specific data with ambiguous information Above 250 words
Introduction	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
Discussion	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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