

Administrative Boards and management of Contributory Pension Scheme implementation and welfare of public service retirees in selected states in Southwest Nigeria

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Abstract This study examined the effectiveness of Administrative Boards (ABs) in the management of Contributory Pension Scheme policy on public service retirees' welfare in selected states of Southwest Nigeria. Primary data were generated for the study from the population of all Administrative Boards in three selected states – Osun, Ondo, and Ogun – in Southwest Nigeria totaling thirty-six (36), with the aid of a structured questionnaire and an interview schedule, while the analysis was carried out descriptively. The study contributes to the idea that only the careful and effective implementation of the Contributory Pension Scheme will address the pitfalls of non-compliance by organisations referred to as employers of labour, including the failure to remit monthly pension contributions, delays in the submission of retirees' files, withholding of pension funds by some authorities, and the failure to give the ABs the freedom to operate – issues presently noticed during the course of this study.

Introduction

A pension is a fund into which a sum of money is added during an employee's employment years and from which payments are drawn to support the person's retirement from work in the form of periodic payments, (Isah, 2014). A pension fund offers people the ability to make premium payments 'today' in exchange for promised payments under certain future circumstances. Also, like an insurance company, pension funds do not accept deposits. They help individuals to develop the discipline of saving regularly, getting them started early and helping them stick with it. The earlier a person begins saving and the more disciplined he or she is, the better off that person will be later in life. Saving from an early age means enjoying a higher income at retirement. Pension plans not only provide an easy way to make sure that a worker saves and has sufficient resources in old age, but they also help the saver to diversify risk. By pooling the savings of many small investors, pension funds spread the risk, ensuring that funds will be available to investors in their old age.

In the same vein, Abdullahi (2011) emphasised that people can use a variety of methods to save for retirement, including employer-sponsored plans and individual savings plans, both of which allow workers to defer income tax on their savings until they retire. Nearly everyone who works for a large corporation in Nigeria or elsewhere has an employer-administered pension plan. There are two basic types: defined-benefit (DB) pension plans and defined-contribution (DC) pension plans. Regardless of the type, many employer-sponsored plans require a person to work for a certain number of years before qualifying for benefits. The qualifying process is called vesting. Vesting refers to the employee's right to the employer's contributions or benefits attributable to the contributions if employment terminates prior to retirement. Let's take a look at how the two types of pension plans work. Defined-benefit plans were once more common than they are today. Participants in DB plans receive a lifetime retirement income based on the number of years they worked at the company and their final salary. For example, someone who worked for the same company for 30 years and retired at a salary of one hundred thousand naira (N100,000) might receive two percent of that salary for each year of service, or sixty thousand naira (N60,000) per year. That may seem good, but to reap such benefits, most people would need to work a long time for the same firm, (Amusan & Ajibola, 2018).

Robelo (2014) views pension as the opposite of life insurance. Retirement benefits are better for the living retiree, while life insurance is better for the relatives of the insured. The two vehicles are similar enough that the same institution often offers both. And not surprisingly, the balance sheet of pension funds looks a lot like those of insurance companies, both hold long-term assets like corporate bonds and stocks. The only difference is that life insurance companies hold only half the equities that pension funds do. Again, it is worth noting that some nations do provide insurance for some private sectors, like defined-benefit pension systems. If a company goes bankrupt, the Pension Benefit Guaranty Corporation (PBGC) will take over the fund's liabilities. In the US, the PBGC guarantees some 32,000 pension funds covering nearly 50 million workers and retirees. While the PBGC's insurance is capped, so that highly paid employees like airline pilots are not fully protected, it still increases the incentive for a firm's managers to engage in risky behavior. To guard against this possibility, regulators monitor pension funds closely. Even

so, many experts believe that the PBGC could end up owing hundreds of billions of dollars in the not-too-distant future. We will have to wait and see (Yusuf, 2014).

Tracing the origin of pensions, Odia and Okoye (2012) were of the view that, one of the oldest documents to discuss social support was the Code of Hammurabi by King Hammurabus of Babylon in the 18th century. For instance, the code defined the rights of wrongdoers and orphans to the estates of their relations. According to Bloom (2013), one of the first publicly financed social security systems was developed in the late 16th century in England from a series of legislative Acts known as the Poor Laws. Under these laws, local governments built large almshouse facilities that housed people too old or unfit for work. The Poor Laws also established workhouses and facilitated public housing for the unemployed. Moreover, these laws gave rise to the social insurance in Europe and social insurance in the United States (Odia & Okoye, 2012).

In support of the above views, Oladipo and Fashagba (2012) were of the view that the origin of pensions has been traced to the introduction of retirement benefits which followed industrial development. But records have it that pension benefits in particular, and social welfare in general, can be traced back to the Babylonian era, and through stages of transformation, the form of pensions has significantly advanced to what it is today.

Retirement benefits first came in the form of gratuities which were a lump-sum amount paid to retired employees by the employer as part of the employer's social responsibilities. The provision of a gratuity for a retiree at the point of final departure from the employer with one lump-sum payment is intended to help cushion the effect of a sudden discontinuity of regular income. Gratuity was unable to mitigate the effect of a discontinuity of salary and led to a further development of an additional retirement benefit known as a pension (Oladipo & Fashagba, 2012). The exact origin of pension in Nigeria is debatable (Sule & Ezugwu, 2019). However, the privilege of receiving gratuity and pension appears to be a manifestations of the victory of labour in its fight with the employer over exploitation.

History, structure, and functions of administrative boards

Inadequacies in reliable, dynamic, and comprehensive modalities in the payment of terminal benefit otherwise known as pension and gratuity to civil servants in ministries and parastatals in Nigeria have, right from the 1940s, continued to elude various governments in the country. The nagging and persistent state of affairs remained with the pension system up to the early 1970s when the Udoji Civil Service Reforms recommended through the pension reform Act No. 102 of the 1979, a more comprehensive and nationalistic approach to the handling of pension matters by providing a robust package devoid of segregated arrangements, making pension and gratuity rights to all workers irrespective of creed or colour, granting rights of mobility of labour, transformed colonial mentality, and above all, granting pensions the rights to corresponding increases in pension and gratuity rates within every salary increase. The reform continued but began to show signs of decline, and this became apparent in the early 1990s. By the year 2002 alone, the

federal government owed an estimated sum of over N2 trillion in such liabilities, with a significant portion—about a quarter—owed by South-West governments (Bloom, 2013).

In that respect, a presidential committee was set up in 1999 by the Obasanjo administration to proffer recommendations on harmonizing the public and private sector pension schemes into a unified system that could stand the test of time and be a system devoid of recurring huge liabilities, which, as such burdensome commitments, often subjected our senior citizens to harsh ordeals, resulting in penury, mental stress, ill health, or even demise. One of the salient recommendations of the committee was the introduction of a better system of funding and payment of terminal benefits otherwise known as Contributory Pension Scheme. This proposal was accepted by the federal government due to its worldwide accreditation, and the 36 states were equally briefed through their Heads of Service and Secretaries to the government in September 2003 to appreciate the inadequacies of the existing pension system (Pay-As-You-Go) and the ample advantages of the Contributory Pension Scheme.

The briefing became a watershed as the then Southwest administrations took up the challenge in November 2003, by constituting a technical committee through the special advisers to the Governors on Labour Matters, to come up with a blueprint on the applicability of the scheme in the Southwest public service. By December 2003, the Development Agenda of Western Nigeria (DAWN) Committee submitted an interim report in which it found the Federal Government's scheme wanting and deficient as it affected the state. Some of the issues raised by the committee were:

- i. The inability of the Federal Government to allow states the latitude to evolve independent pension schemes.
- ii. Contradictions between certain provisions of the scheme and some sections of the 1999 Constitution.
- iii. The tendency of the scheme to encourage investable funds outside the state.
- iv. The compulsion to obtain life insurance cover for every employee in the scheme contrary to socio-cultural norms and values of the state.

These deficiencies, coupled with persistent outcries and condemnations of the contentious issues in the scheme nationwide led to the review of some of the provisions by the federal government. Hence, in June 2004 the Pension Reform Act, which excluded States and local governments, came into being. By implication, the law granted state and local governments the latitude to evolve independent schemes that were in tune with their norms and values and to cater for their socio-economic wellbeing. Barely a month after this development, the Technical Committee resumed its assignment albeit with slight modifications in its terms of reference as it was required to be broader in outlook by articulating a legal framework for the take-off of the Pension Scheme, bearing in mind propositions drawn from data earlier collated as a result of wider consultations and meetings with the stakeholders. Consequently, in June 2005, the committee submitted its report to DAWN, along with the draft law. Highlights included:

- i. That the pension scheme to be adopted shall be contributory.

- ii. The employees who work in the state public service including local governments are part of the scheme and shall receive their benefits as and when due.
- iii. That the pension and gratuity under the scheme shall be computed on the basis of the total annual emolument of the retiree.
- iv. That the scheme shall apply to all officers entering the state public service.
- v. That the minimum rate of contributions to the scheme shall be 7.5% by the employer and 7.5% by the employee, and now 10% and 8.5% respectively (PRA 2014).
- vi. That the scheme shall address disparities in the pension rates of the existing pensioners through appropriate adjustment or indexing.
- vii. That the contributory scheme shall incorporate some aspects of the Pay-As-You-Go scheme.
- viii. That the scheme shall be managed by a board of trustees appointed by the state government.

Upon submission of the technical committee's report, the office of the Head of Service examined the draft law with a view to streamlining the recommendations therein in line with the government's objectives for an enduring pension scheme. In June 2005, the report and the draft law were passed to the government, which eventually considered the documents and sent them to the State House of Assembly as a bill. Following debates, the State House of Assembly unanimously resolved to pass it into law after the required readings. The agreement christened the Southwest Zone of Nigeria 2008, was assented to by the then State Governors on 17 October 2009, and the law came into effect on 1 January 2007, with the following enactments, among others:

- i. Repeal of the Pension and Gratuity Law 2006
- ii. Repeal of the South-Western Pension Board Edict of 2007.
- iii. Repeal of the Local Government Staff Pension Board Edict of 2007.
- iv. Dissolution of the State and Local Government Staff Pension Board and its replacement with the Departments of Pension and Gratuity to handle the payment of terminal benefits.
- v. The commencement of deductions by November 2006.
- vi. Take-off of the scheme by January 2007.

This marked the establishment of Administrative Boards, with two departments responsible for the management of state and local government pension matters. However, the board was given the latitude to establish additional departments when the need arose.

Composition and functions of administrative boards

Section 33 of the Southwest Nigeria Development Agenda for Western Nigeria (DAWN) in 2006 provides for the establishment of the Administrative Boards. It is a body corporate with perpetual succession and common seal, and may sue and be sued. The Boards may acquire, hold or dispose of any movable or immovable property for the purpose of their functions under the law. The membership includes:

- i. An Executive Chairman, who shall be a retired senior civil servant.
- ii. A representative of the Head of Civil Service of the state.
- iii. A representative of the Ministry of Justice.
- iv. A representative of the Ministry of Local Government.
- v. Two permanent members to be appointed by the State Governor, one of whom shall be a woman (Commissioner I and Commissioner II).
- vi. Two representatives of the Nigerian Union of Pensioners from Local Government.
- vii. One representative from the State Public Service Joint Negotiation Council.
- viii. One representative from NLC State Chapter.
- ix. A Secretary, who shall be a person not below the rank of a Director who shall be appointed by the Governor.
- x. A representative of the State Ministry of Finance (S.34 of PG LAW 2008).

The appointment of the Chairman and other members of the Board of Trustees, other than ex officio members, shall be subject to the confirmation by the States House of Assembly (S.34), and they shall hold office for four years and may be reappointed for a further term of four years (S.35).

Functions of the administrative boards

The functions of the Boards shall include:

- a. Regulate, monitor, and issue guidelines for the operations of the scheme.
- b. Receive the total monthly contributions remitted by the employers.
- c. Cause retirement benefits to be paid to employees in accordance with the provisions of the law by making funds available to the pension departments as and when due.
- d. Appoint banks for the pension funds.
- e. Approve payment of pension, lump-sum, and other retirement benefits to deserving employees.
- f. Secure the guidance of experts in the investment of the pension funds.
- g. Invest and manage pension funds and assets.
- h. Publish its audited accounts in at least three of national dailies, including one from the state.
- i. Maintain books of account on all transactions relating to pension funds.
- j. Receive on a regular basis information on investment strategy, market returns, and other performance indicators.
- k. Request or call for information from any employer, any other person, or institution on matters relating to retirement benefits in particular and the scheme in general.
- l. Charge and collect such fees as may be specified by the trustees.
- m. Investigate any other party or department involved in the management of the pension funds.

- n. Conduct periodic sensitization and mobilisation of workers and state government agencies through seminars and other enlightenment strategies in order to ensure proper understanding and appreciation of the aims and objectives of the scheme.
- o. Ensure that annual reports and audited accounts are submitted to the State Governor not later than six months after the close of every financial year.
- p. Maintain a data bank on all pension matters.
- q. Advise the Governor on any noticeable lapses in the operation of the pension scheme and recommend appropriate measures.
- r. Ensure that monthly returns of all gratuities and pensions are rendered to it by the pension departments.
- s. Ensure that monthly payment arrears of pensions are rendered to it by the pension departments for pensioners.
- t. Undertake statistical analysis on investments and returns with respect to the pension funds.
- u. Do such other things that are legally acceptable to ensure the efficient performance and functions of the trustees.

The Boards are expected to hold at least 12 ordinary meetings in every calendar year and the Chairman and four other members form the quorum in a trustees' meeting to be presided over by the Chairman, and in his absence, the members present shall select one of themselves to act as Chairman (S.42).

Theoretical review

Theory of utility and preference

The theory of utility and preference propounded by Bentham (1808) quoted in Koszegi & Robert (2012), recognizes that it is not always possible to obtain all necessary data to develop all alternatives for decision-making. The theory posits that some decisions can be appropriately taken partly on a subjective evaluation. The utility and preference theory states that a high-risk, untested decision, which does not enjoy consumer or user or beneficiary acceptance, in spite of its potentialities, is not assured. Preference would be given to a high-risk decision in which utility is guaranteed, that is, inherent quality or value is potentially more assured to be constant than the low-risk decision in which utility is not assured. The relationship between utility and preference is all about how the utility function measures consumers' preferences for bundles of goods or services. Ordinal utility ranks a customer's choices by preference, and cardinal utility assigns numeric values to each preference to determine how much more one good is preferred over another. Consumer preferences and utility are defined as the subjective (individual) tastes, as measured by utility, of various bundles of goods. They permit the consumer to rank these bundles of goods according to the levels of utility they give the consumer. Note that preferences are independent of income and prices (Fishburn, 1970).

The crucial point of consumer preference theory is this law. It states that as more and more of a commodity is consumed, consumers receive less and less satisfaction from its consumption. More formally, it means that the marginal utility of a commodity declines as successive units of it are consumed, (Fishburn, 1970). With few exceptions, most of the significant developments in individual utility theory for preference structures that do not explicitly incorporate uncertainty or probability have occurred since the beginning of the twentieth century. Economists and mathematical economists are largely, though not exclusively, responsible for these developments. The basic theory deals with the existence of utility functions on a set of alternatives that preserve the ordering of the alternatives based on an individual's preference relation, and with special properties, such as continuity of utility functions. A secondary basic development centers on a "strength of preference" concept that concerns comparisons of preference differences (Fishburn, 1970).

Individuals consume goods and services because they derive pleasure or satisfaction from doing so. Economists use the term "utility" to describe the pleasure or satisfaction that a consumer obtains from his or her consumption of goods or services. Utility is a subjective measure of pleasure or satisfaction that varies from individual to individual according to each individual's preferences. For example, if an individual's choices for a Saturday evening are to watch television, go out to dinner, or go to a movie, then, depending on that individual's preferences, he or she will attribute different levels of utility to each of these three activities. Of course, it is not possible to measure utility, nor is it possible to claim that one individual's utility is higher than another's. Utility is just a unitless measure that economists have found useful in their explanation of consumer choice, (Aleskerov, Bouyssou, & Monjardet, 2022). Total and marginal utility: The utility that an individual receives from consuming a certain amount of a particular good or service is referred to as that individual's total utility. The marginal utility of a good or service is the addition to total utility that an individual receives from consuming one more unit of that good or service (Aleskerov, Bouyssou, & Monjardet, 2022).

Law of diminishing marginal utility: The law states that the marginal utility that one receives from consuming successive units of the same good or service will eventually decrease as the number of units consumed increases. As an example of the law of diminishing marginal utility, consider the utility that one obtains from drinking successive glasses of lemonade on a hot day. Suppose the first glass just begins to quench one's thirst. After two glasses, however, the thirst has all but disappeared. A third glass of lemonade might also provide some utility, but not as much as the second glass. A fourth glass cannot be finished. In this example, the marginal utility – the addition to total utility that one obtains from drinking lemonade on a hot day – is increasing for the first two glasses but decreases beginning with the third glass and would continue to decrease if one were to consume further glasses (Aleskerov, Bouyssou, & Monjardet, 2022).

Contributory Pension Scheme and its management

The issue of Contributory Pension Scheme (CPS) and its management has become a potential problem in recent times. To overcome the challenges of pension scheme and ensure effective and

efficient pension administration in the Southwest Nigeria, the Governments through their Development Agenda for Western Nigeria (DAWN) in 2006 adopted PenCom Pension Law, Pension Reform Act 2004, which brought about Contributory Pension Scheme (CPS) in the Southwest Nigeria public service. The purpose of CPS includes ensuring that every person who worked in the Southwest Nigeria public service receives his or her benefit as and when due. The law made an elaborate provision as to the funding of the scheme, establishment of the management, functions and independence of Administrative Boards (ABs) in the management and supervision of the scheme. To ensure that retirees live a good life after retirement, the scheme adopted some elements of Contributory Scheme and the Defined Benefit Scheme with a 18.5% of the employee's monthly emoluments to be contributed in the ratio of 10 percent by the employer and the employee by 8.5 percent respectively (Pension Reform Act 2014). The funds are to be remitted to the pool, which is monitored by ABs and used for the payment of pensions, gratuities, death benefits and pension arrears, and the surplus pension funds are to be invested into specified ventures for the maintenance of fair returns on the investment and sustainability of the scheme.

Research question

Arising from the background to the study, the research question generated for the study was: To what extent are the administrative offices effective in the management of Contributory Pension Scheme policy in selected states of Southwest Nigeria?

Objectives of the study

The objective of this study is to: assess the extent to which administrative offices are effective in the management of Contributory Pension Scheme policy in selected states of Southwest Nigeria.

Significance of the study

The study will serve as a point of reference for policymakers at the local, state, and national levels on pension matters. It will also serve as a reference point for a wide range of beneficiaries, such as employees, employers, organised labour groups, scholars and students of management and social sciences. Finally, it is hoped that the study has laid a foundation for further research on the implementation of Contributory Pension Scheme policy.

Scope of the study

The study assessed the effectiveness of Administrative Boards in the management of the Contributory Pension Scheme Policy implementation on public service retirees' welfare in selected states in the Southwest. The region is made up of six states, namely: Lagos, Ogun, Oyo, Ondo, Ekiti, and Osun. However, the study focused on three out of the six states: Osun, Ondo, and Ogun. These three were selected based on the fact that they were the first to adopt the Contributory Pension Scheme policy in the selected geopolitical area, and they established the Pension Bureau and registered

employees with Pension Fund Administrators in Southwest Nigeria, (The Nation, 23 December 2020; Uzor and Anekwe, 2022). In the same vein, the study focused on public service retirees drawn from both state and local-government public servants, as well as teaching-service staff.

Methodology

The evaluation of the level of effectiveness of Administrative Boards in the management of Contributory Pension Scheme in Southwest Nigeria was analysed descriptively using frequency distribution.

Table 1: Distribution of population in sampling frame (Administrative Boards)

States in Southwest, Nigeria	ABs		Category of population per State	Numbers of Local Government in South-West, Nigeria
	State	LGA		
	PFT	PFT		
Osun	10	2	12	30
Ondo	10	2	12	18
Ogun	10	2	12	20
Total			36	68

Source: Researcher's computation, (2021).

Table 2: Analysis of sample size for the study (Administrative Boards)

State	Population of Respondents	Sample Size
Osun	12	12
Ondo	12	12
Ogun	12	12
Total	36	36

Source: Researcher's computation, (2021).

Source of data

Primary sources were used for data and information collection in this study. Primary data were sourced through the questionnaire instrument administered to Administrative Boards in selected states in Southwest Nigeria.

Method of data collection

Data for the study were collected with the aid of a structured questionnaire and an interview schedule.

Description of research instrument

The structured questionnaire was divided into three sections. Section A consisted of demographic data on respondents. Section B focused on information related to the evaluation of the effectiveness

of administrative boards, and Section C addressed information on the welfare of retirees in public service in selected states in South West Nigeria. A five-point Likert response rating scale was used in administering the questionnaire in order to ensure valid responses. The responses were measured a nominal scale of Strongly Agree (5), Agree (4), Undecided (3), Disagree (2), and Strongly Disagree (1). The research instruments were distributed by the researcher.

Table 3: Retrieval rate of administered questionnaire for Administrative Boards

Questionnaires	Frequency	Relative Frequency (%)
Questionnaire Administered	36	100
Retrieved	36	100

Source: Researcher's field survey, (2021).

The above table indicates a 100% response rate, which the researcher considered to be adequate and sufficient for the analyzed data.

Table 4: Socio-Demographic characteristics of respondents (Administrative Boards)

Variable	Frequency (n = 36)	Percentage (%)
Male	20	55.6
Female	16	44.4
Age of the Respondents		
50–60 years	28	77.8
61–70 years	08	22.2
Marital Status		
Married	35	97.2
Widow/Widower	01	02.8
Highest Educational Qualification		
O' Level	09	25.0
ND/NCE	11	30.6
B.A/B.Sc./HND	15	41.7
Postgraduate	01	02.8
Length of Time of Retirement/Years of Retirement		
1–10 years	08	22.2
11–20 years	14	38.9
21–30 years	08	22.2
31 years and above	06	16.7
What was your Grade upon Retirement		
1–5 grade	02	05.6
6–10 grade	11	30.6
11–15 grade	19	52.8
16 and above	04	11.1

Table 4 shows the socio-demographic characteristics of the Administrative Boards. The gender variable depicts the distribution of respondents, with 55.6% represents male, while 44.4% for females. This revealed that more males were captured in this study than their female counterparts.

Table 4 shows age brackets of the respondents as follows: 77.8% of the respondents are within 50–60 years, and 22.2% are within 61–70 years. Table 4 shows the marital status of the respondents: 97.2% were married, and 2.8% were widowed or separated, respectively. Regarding educational qualification, 25.0% of the respondents held an O’Level qualification, 30.6% attained NCE/ND, 41.7% attained B.A/B.Sc./HND degrees, and 2.8% attained postgraduate degrees. This indicates that all the respondents were educated, having attained one form of educational qualification or another. Table 4 shows the length of service before retirement: 22.2% of the respondents worked between 0 and 10 years, 38.9% worked for 11–20 years, 22.2% worked for 21–30 years, and 16.7% worked for more than 31 years. Finally, Table 4 presents the job status of the respondents: 5.6% of the respondents were on Grade 1–5, 30.6% on Grade 6–10, 52.8% on Grade 11–15, and 11.1% on Grade 16 and above. This indicates that respondents in Grade 11–15 participated more than those in other grade levels.

Table 5: Evaluation of effectiveness of administrative boards scale (EABsS)

Variable	SA n (%)	A n (%)	U n (%)	D n (%)	SD n (%)
The Administrative Boards regulate and monitor the guidelines for the operation of the scheme.	11 (30.6)	15 (41.7)	0 (0.0)	3 (8.3)	7 (19.4)
The Administrative Boards facilitate the prompt payment of retirement benefits to retirees.	8 (22.2)	19 (52.8)	0 (0.0)	4 (11.1)	5 (13.9)
The Administrative Boards often approve the payment of pension lump sums and retirement benefits at the right time.	5 (13.9)	11 (30.6)	6 (16.7)	6 (16.7)	8 (22.2)
The Administrative Boards often publish their audited account in at least three daily newspapers.	1 (2.8)	9 (25.0)	7 (19.4)	13 (36.1)	6 (16.7)
The Administrative Boards often invest and manage pension funds and assets effectively.	9 (25.0)	17 (47.2)	4 (11.1)	1 (2.8)	5 (13.9)
The Administrative Boards often carry out investigations on any case of mismanagement of pension funds.	5 (13.9)	10 (27.8)	7 (19.4)	4 (11.1)	10 (27.8)
The Administrative Boards maintain books of account on all transactions relating to pension funds.	6 (16.7)	22 (61.1)	2 (5.6)	5 (13.9)	1 (2.8)
The Administrative Boards advise the Governors on any noticeable lapses in the operation of the pension scheme.	5 (13.9)	17 (47.2)	4 (11.1)	3 (8.3)	7 (19.4)
The Administrative Boards conduct sensitization and mobilization of workers and Government agencies.	5 (13.9)	20 (55.6)	2 (5.6)	6 (16.7)	3 (8.3)
The Administrative Boards ensure that annual reports and audited accounts are submitted to the State Governors at the right time.	4 (11.1)	14 (38.9)	3 (8.3)	6 (16.7)	9 (25.0)

Table 5 shows that 72.3% of respondents strongly agreed or agreed that the administrative boards regulate and monitor the guidelines for the operation of the scheme. None were undecided (0.0%), while 27.7% disagreed or strongly disagreed with the notion. Table 5 also shows that 75.0% strongly agreed or agreed that the administrative boards facilitate the prompt payment of retirement benefits to retirees. No respondents (0.0%) were undecided, while 25.0% disagreed or strongly disagreed. Regarding the approval of lump sums and retirement benefits, 44.5% strongly agreed or agreed, 16.7% were undecided, and 38.9% disagreed or strongly disagreed with the statement that the administrative boards often approve such payments at the right time. On the publication

of audited accounts, 27.8% strongly agreed or agreed that the administrative boards often publish their audited accounts in at least three daily newspapers, 19.4% were undecided, while 52.8% disagreed or strongly disagreed. As for the investment and management of pension funds, 72.2% strongly agreed or agreed that the administrative boards perform this role effectively, 11.1% were undecided, and 16.7% disagreed or strongly disagreed with the statement. Table 5 further shows that 40.7% strongly agreed or agreed that the administrative boards often carry out investigations into any case of mismanagement of pension funds, 19.4% were undecided, while 38.9% disagreed or strongly disagreed. Regarding the maintenance of pension records, 77.8% strongly agreed or agreed that the Administrative Boards maintain books of account on all transactions related to pension funds, 5.6% were undecided, and 16.7% disagreed or strongly disagreed. On advisory roles, 61.1% strongly agreed or agreed that the administrative boards advise the governors on any noticeable lapses in the operation of the pension scheme. 11.1% were undecided, while 27.7% disagreed or strongly disagreed. For sensitisation and mobilisation, 69.5% strongly agreed or agreed that the administrative boards conduct such activities among workers and government agencies, 5.6% were undecided, and 25.0% disagreed or strongly disagreed. Finally, Table 5 shows that 50.0% strongly agreed or agreed that the Administrative Boards ensure annual reports and audited accounts are submitted to the state governors at the right time, 8.3% were undecided, and 41.7% disagreed or strongly disagreed with this statement.

Conclusion and recommendations

Based on the findings, the study concluded that the effectiveness of Administrative Boards in the management of the contributory pension scheme policy has significant effects on public service retirees' welfare in selected States of Southwest Nigeria. The study contributes to the idea that only careful and effective implementation of the Contributory Pension Scheme will address the pitfalls of non-compliance by organisations termed as employers of labour, failure to remit monthly pension contributions, delays in the submission of retirees' files, withholding of pension funds by some authorities, and failure to give the ABs the latitude to operate freely, all of which were observed during the course of this study. The study also recommends that administrative boards (ABs) must ensure effective implementation of the penalties provided by the Civil Service rule 2009 chapter 2, S.8 rule 10, on non-compliance, misappropriation of ABs' funds and investment/assets, regardless of their position, status, affiliation, or origin.

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