

The Nigerian Public Service and the Challenge of Sustainable Development

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Abstract

The Nigerian Public Service as a service delivery institution is a catalyst for national development and occupies a pivotal position in the onerous task of implementing government's programmes and activities. The public service in Africa in general and Nigeria in particular, lacks the ability to formulate, implement and monitor policies, programmes and strategies focused on economic growth and sustainable development. Lack of motivation, coupled with low salaries/incentives and poor working conditions combine to demoralize the Nigerian public service institution and make it incapable to engage competent workforce to perform their duties professionally. Its inclination to the orthodox public administration practice, as against the new public management focusing on administrative requirements of plans and projects, continues to compound its problems; a feature which has incapacitated and rendered it dysfunctional and unable to initiate innovations to propel sustainable development. This paper adopted a combination of exploratory, descriptive and contextual methodology and generated data from books, journal articles, magazines, newspapers and the internet. Countries such as Tanzania, Australia and Malaysia cited in this paper as models, have adopted the practice of the new public management to accomplish the goals of sustainable development. It is the advocacy of this paper that the Nigerian public service should evolve a capacity to contribute to the realization of proactive programmes, through a careful analysis of issues, identification of constraints on programmes and projects options.

Keywords: New Public Management System, Sustainable Development, Nigerian Public Service, Private Sector Organizations, National Development.

Introduction

One of the enduring legacies the colonial masters bequeathed to Nigeria's polity is the Public Service Institution, which has remained a permanent feature, regardless of occasional changes in political and military leaderships in Nigeria. Nigerian public service, as a service institution is expected to play the dual and complementary roles of policy formulation and execution. It occupies a pivotal position in the onerous task of implementing governmental programmes and activities. This is why Philips (1988:13), in his justification for Nigerian public service, reasoned that "Civil/Public Service in Nigeria is the major instrument through which the government implements its policies and programmes and as the primary and primate instrument of government, its nature, effectiveness and response cannot escape the constant attention of government which intent is fulfilling its pledges to the people". To be sure, therefore, like any other instrument or agency, to make it functional and operational, the Nigerian Public Service has to be constantly overhauled, reformed, reshaped and reoriented.

Regrettably, Nigerian Public Service has not lived up to envisaged expectation to justify its chequered history and establishment as a service provider. Specifically, the Economic Commission for Africa (2003) noted:

that public servants are expected to manage the institutions of governance and also advise ministers on a wide range of issues such as health, education, transport, economic growth and poverty reduction, etc. However, most public servants in Africa in general and Nigeria in particular, lack the ability to

formulate, implement and monitor policies, programmes and strategies focused on physical economic growth and sustainable development. They also do not have adequate physical infrastructure, office equipment and other facilities to perform their duties in a professional manner.

By extension, the public service lacks innovation, and is most of the time demoralized due to low salaries, poor working conditions and appointment based on favoritism, other than merit. Therefore, building critical institutional capacities for good governance, economic growth and sustainable development is not only a necessity, but a *deseratum*. Before the advent of the 1988 Public Service Reform, the public service as an institution had remained structurally and operationally defective.

Despite the litany of changes in roles and functions, its structure and operational modalities have remained virtually unchanged over the past decades. Imagha (2002:142) laments that Nigerian public service lacks the capacity to acquire the discipline required to implement new techniques and internalize itself for the benefit of the entire public service in Nigeria'. In the same vein, Jega (2003:15) was of the opinion that "Nigerian public service is handicapped and lacks rudimentary ingredients required of an effective public service, due primarily to lack of professionalism, excessive partisanship, endemic corruption, slowness in policy implementation, inefficiency, selfishness and greed". Ekpe (2008) posited "that personnel management practices and functions in the Nigerian public service were haphazardly handled with corresponding inconsistency, improper coordination and duplication of functions and responsibilities among departments and agencies." He noted that these were the commonest features which characterised Nigerian Public Service before the advent of the 1988 Public Service Reform. The paper examines the diagnostic overview of the antecedent of Nigerian Public Service, the concepts of sustainable development and the concept of the New Public Management (NPM). Inferences of the best practices are drawn from the success stories of Tanzania, Malaysia and Australia that have excelled in the adoption and the practice of New Public Management System in achieving the goal of sustainable development.

Conceptual Issues

The Antecedent of Nigerian Public Service

Conceptually, the paradigm of public and civil services established by the Nigerian constitution are provided for in Sections 169, 171, 206, 208 and 318 and in Section 10 of the 3rd schedule of the 1999 constitution as amended. These constitutional provisions do not provide specific definition of the term "the Nigerian public or Nigerian civil service, rather it is recognized as the public service of the federation at the federal level, and at the state level, the public service of the states of the Federation which by extension, includes the local government council services (1999 Nigerian Constitution). However, one distinctive feature of the Nigerian public service, which makes it different from other public sector organizations is that it is made up of noble persons or public civil servants, who are unreservedly neutral, impartial, both in economic and political issues or spheres. Their security of tenure which is fixed and guaranteed represents the principle of continuity in government. They provide a link between successive political appointees, and they remain while governments come and go (Olaopa, 2008).

Another feature which is characteristic of the Nigerian public service is determined by the nature of its organization, as a profession and its management system (that is system of public administration). Essentially, three dominant pillars are feasible which are – its nature as a unified service, recruitment by open competition and categorization of posts into "intellectual" for policy makers and "clerical" for either mechanical or technical to be fixed separately (Olaopa, 2008).

Available literature has shown that the Nigerian service is characteristically noted for its reference for “generalist” administrators. Consequently, an officer's job type inclination, duties and prospects of promotion are determined, to a greater extent by the cadre structure, with which the officer is associated (Kenndy, 1987). One wonders therefore, why the cadre system which Nigerian public service is noted for has chronically retarded the inherent process of administrative reforms ever contemplated since the evolution of the Nigerian public service, and has contributed eminently to the apparent administrative inefficiency and ineffectiveness that bedevil the Nigerian public service in general. This is because the service has nurtured and encouraged “politics” to permeate the fabric of all spheres and occupational groups of the public service (Kenndy, 1978).

The Nigerian public service is, therefore, expected among other things:

1. To contribute to the enunciation of realistic development objectives and programmes through a careful analysis of issues, identification of constraints and suggestions on programmes and projects options regarding available national or state resources.
2. To assist in the implementation of policies and programmes through monitoring and evaluation.
3. To operate an administrative system that is development-conscious, performance – oriented, efficient and effective.
4. Finally, to promote and assist the growth, dynamism and social responsibility of private enterprises within the framework of National or State economic objectives (Oshionebo, 2004:35-37).

To further strengthen the capacity of the Nigerian Public Service to function effectively, meet the challenges of sustainable development and boost its professional ethics, the internal consultancy units or mechanism in the office of the Head of Service in both Federal and State Public services, such as Management Service Unit (MSU) and Departments of Planning, Research and Statistics (DPRS), should be reinvigorated. These units are supposed to be instrumental in effecting incremental changes to the structure, processes, ethics and ethos of the public service and, by extension, ensure that the expected incremental changes are restructured to guarantee efficiency and effectiveness in the enter public service, so as to manage the imperatives of sustainable development.

The Concept of Sustainable Development

The concept of sustainable development is rooted in the historic Treaty of the 1987 Brundtland Report under the caption “Our Common Future”. As a holistic process, it emphasizes the creation of sustainable improvement in all spheres of life of all people through increases, not only in real income per capita, but sectorial areas such as education, health and public administration. For instance, life sustaining basic human needs such as food, shelter, health, security and protection are sacrosanct and if they are not there or in short supply, a condition of “absolute underdevelopment” exists. Therefore, without sustained and continuous economic and social progress at the individual, as well as at the societal level, the realization of the human potential would not be possible (Todara & Smith, 2009). Even though it has symbiotic relationship with economic development, sustainable development is development that is perpetual and everlasting and contributes to the equity of life of people in a country, and in their supply to individuals inputs to the economic development process and services that support it generally.

Countries like Malaysia, Australia and Tanzania are worthy examples which have excelled both in the practice of the reformed public service, through the New Public Management system, and the

goals or objectives of sustainable development. These countries have utilized the benefits derivable from the Public Service Reforms through the New Public Management, joint with the goals of sustainable development, not only to increase economic growth and meet the basic needs of the people, but have lifted the fortunes and living standards of the people's robust health and education sectors and given everyone the chance to participate in Public life and decision making and promote intergovernmental equity (Jhingha, 1997). It is therefore obvious to imply that meeting the needs of the people in the present generation is essential in order to sustain the needs of future generations. This is essential and the underpinning philosophy behind the concept of sustainable development.

The Concept of the New Public Management

The concept of the new public management signifies a paradigm shift from the traditional managerial approach that emphasizes politics – administration dichotomy, and focuses essentially on outputs or is activities oriented, as against the outcome consideration of performance or result oriented, which the NPM represents. On the other hand, the new public management focuses on how government should work, and not on what it should do. However, from the stand point of public policy analysis, one should not be tempted to misconstrue policy outputs with policy outcomes. The output merely tells us about the activities or outputs of government, and not performance or result. Other notable scholars as Osborne and Gaebler (1992) have nicknamed and characterized NPM as “managerilism”, “entrepreneurial government” and “market based public administration” that has acronym of 3ES viz, economy, efficiency and effectiveness – translated to mean:

1. Economy - the eradication of wastes
2. Efficiency - the streamlining of services
3. Effectiveness – the specification and objectives to ensure that the resources are targeted on problems.

According to them, the new public management encompasses and characterizes such paradigms as performance appraisal, managerial autonomy, cost cutting, financial incentive, innovation, responsiveness, accountability, decentralization, downsizing and entrepreneurialism etcetera. The three countries of Tanzania Malaysia and Australia being cited in this paper have achieved commendable results and performances, in the operation of their public sector organizations against the background of their embrace and practice of the concept of the new public management.

In summary therefore, the few core elements of the new public management as enunciated by Egonnwan (1993) include:

1. Encouraging more entrepreneurial management, than bureaucracy with high retrospective accountability requirements upwards.
2. Greater customers' orientation and responsiveness and increasing the scope of roles played by nonpublic sector providers.
3. A strong focus on financial control, value for money and increasing efficiency.
4. Introducing audit at both financial and professional levels using transparent means to review performances, setting benchmarks, to ameliorate professional behaviour (Egonnwan, 1993).

Comparatively, the following diagram depicts the difference between the traditional model of public administration and the New Public Management (NPM)

	Traditional Public Administration (old)	New Public Management (NPM) (new)
1.	Emphasis is placed on the need of the organization, thus making it an end in itself.	The primary focus is on efficient service delivery to the citizens or the clients of the organization.
2	Hierarchical, with emphasis on control and compliance.	Stresses participatory leadership, driven by shared values.
3	Authority and control are centralized.	Authority and control are decentralized.
4	Emphasises continuity and stability.	Change-oriented; hence emphasis is placed on innovation and continuous improvement.
5	Programmes are budget -driven, that is, financed largely by appropriation	Programmes are revenue -driven, that is, on cost-recovery basis.
6	Based on the idea that government has monopoly on service delivery.	Based on the idea of competition with the private section on service delivery.

Source: Adapted from Kenneth Kernaghan, Brian Marson and Sandford Borins, *The New Public Organization (The Institute of Public Administration of Canada, 2005)*, p. 3.

Theoretical Framework

The Theoretical underpinning or explication of this paper is based on two Theoretical frameworks. These include Institutional Theory by Scheuler (2000) and Evolutionary Theory of development by Herbert Spencer (1960). According to Institutional Theory, public service as a service institution and catalyst for national development has norms, values, attitudes and myths as resources of organization, which, when properly guided, are the by-products that can determine failure or success of such organization. It is equally linked to organizational learning Theory, which posits that, overall success of organization depends on ability to learn the best practices borrowed from sister organizations within and outside the shores of Nigeria.

On the other hand, Evolutionary Theory of development by Herbert Spencer (1960) regards development and sustainable development as a twin paradigm and subset of process of evolution, which like organic evolution, is a process of growth, with attendant complexity, increasing differentiation of structures, functions and increasing differentiated parts. The main argument of this Theory is that all societies developed and metamorphosed from primitive stage – (agrarian) and developed to an (industria) according to Riggs (1961). A primitive society, according to the Theory, is homogenous and monolithic, but as it develops, it becomes complex as specialization sets in.

Expatriating further on Evolutionary Theory of development, Ramesh K. and Arora Ferrens are of opinion that in order to understand the structure and functions associated with this theory, it must be studied in the context of interrelationship with other institutions. In systematic terms, bureaucracy as a social institution is continually interacting with and affected by feedback upon the economic, political and socio cultural systems in a society. The implication herein is that, the interplay of the steams of interactions and setting can aid national development. Thus, in practical terms, the thrust and application of this theory lies in the insight it provides in the policy formulation process in the area of technical assistance and national development.

Method and Material

The central focus of this paper is an attempt to explicate the ramifications and give diagnostic insight into the Nigerian Public Service, and synthesize a parameter for it to achieve the goals and objectives of sustainable development through the concept of New Public Management System (NPMS). In order to accomplish this task, the paper adopts a qualitative research paradigm, focusing on a combination of exploratory, descriptive and contextual approaches. Exploratory research is based on an inductive approach towards arriving at a dense description of the phenomena under investigation. Descriptive research aims at unfolding situations or events and implies that the representations of reality of participants should be clearly related. The contextual approach clearly highlighted in this paper is based on attempt to understand events, actions, processes and practices in participants' context, instead of generalizing results (Babbie & Monton, 2001).

Findings and Discussions on the Concept of New Public Management Practices in selected Countries, the Objectives, and Goals of Sustainable Development

Interestingly, most industrialised countries, such as New Zealand, Australia, Brazil and Japan, and many others including some developing countries, have established antecedents and success stories in the implementation of New Public Management System reforms. These countries have consciously initiated various public sector programmes under the auspices of the New Public Management System to reinvigorate the quality of their public services toward achieving the ultimate goals of sustainable development. The thematic illustrations given in this paper, using Tanzania, Malaysia and Australia as case studies will suffice in analyzing and justifying the essence of the new public management system agenda, as a tool expedient in transforming the public services of most countries of the world.

Tanzania

Like Nigeria, the Tanzanian public service system is patterned in line with the British tradition. However, she gained her independence from the British in 1961, she embarked on what she termed, the 'Africanisation' of her public service. In 1989, through the sponsorship of the World Bank, Tanzania adopted the New Public Management System to remedy a public service that was riddled with structural and operational dysfunctionalities, such as personnel overstaffing, decline in real wages, extreme wages compression and limited human capacity in administrative and technical skill (Kiragu, 2000:335).

Tanzania's conscious departure from cost contentment programme to the embrace of NPMS was a deliberate step toward improving the quality of public service of that country. According to Kiragu (2002:335,356) the adoption of the NPMS in Tanzania led to the enthronement of performance improvement strategy aimed at institutionalizing strategic management, performance budgeting, performance assessment at programme, institutional and individual levels. A comparative overview of the practice of NPMS among the sub-Saharan states in particular and Africa in general, has singled Tanzania out as a model, worthy of emulation by other developing countries of the world. The breaking down of large public departments and agencies into small organizational units for more efficient and effective service delivery, that cut across areas of all sectors, speaks volume of the success story of the practice of NPMS in Tanzania.

The development of management as against administration culture in the public service enhances the application of market and management oriented tools or techniques such as Management by Objective (MBO), Resulted Oriented, Cost Benefit Analysis and Project Management. The introduction of all these management tools in Tanzania's public service is aimed at strengthening the performance capacities of the public sector organisations, as well as engender the promotion of administrative system that is development conscious, performance oriented, efficient and cost effectiveness.

Malaysia

Like Australia, the New Public Management System in Malaysia is implemented through the Malaysian Administrative Modernization and Management Planning Unit (MPPU). This agency cultivates and generates administrative innovations in the country's public service. According to Dadoo and Robert (1996:5), the wide spread financial and economic crisis which engulfed this country in the 1980s, influenced the introduction of the market oriented reforms in the public service, quality of service delivery, efficiency and cost effectiveness, etc. Other attendant aspects of the reform agenda remedied were privatization, reduction in the size of government's expenditure, value reorientation, accountability, transparency and the entire overhauling of the public service. With ardent desire to launch her lofty economic blueprint of vision 20:20:20, just as what took place in Nigeria in 2007, Malaysia intended to use this economic strategy to launch the country into a viable status as one of the advanced and industrialised nations in the world, and to join others as one among the Asian tigers. Certainly, such lofty and ambitious administrative and economic programmes depend, to a greater extent upon thoroughly reformed and structured public service superstructure, capable of meeting global challenges of enduring centuries.

Australia

Australia adopted some innovative and useful performance information mechanisms which are embedded in the Policy Management Review (PMR) that emphasize continuous assessment and evaluation of governmental activities, regarding advice on policy and service delivery. As an adjunct to the above, there was also the Australian National Audit Office (ANO), that played complementary role to the Policy Management Review (PMR). The Australian Management Audit Office conducts routine and on-the-spot self-evaluation of public sector agencies and departments to ascertain level of their performing capacities.

The most remarkable feature of the Australian Performance Management System is an inbuilt mechanism of 'Carrot and stick' intended for the purpose of compensating satisfactory performance in the public service by way of reward and appreciation. On the other hand, any noticeable negligence or failure to perform assigned task, the officer responsible will face sanctions and reprimands. Ideally, the Australian New Public Management System (NPMS) is result-oriented, tailored towards the goals and objectives of the public service as well as sustainable development.

The polycentric political system or culture and the new public management

The Nigerian Political system, like other developing countries in Africa in general and sub-Saharan Africa in particular, operates a homocentric political model or culture as against polycentric political system or model. This model has, by extension, affected the entire fabric of the public service. Literally, Polycentric means "having more than one development or control". According to Ademolekun (1985), Polycentric Political model or culture recognizes the existence of alternative centres of power and cultivates them, providing them with competence to make binding decisions and to compete and collaborate with other centres of power and development in the polity. Here, emphasis is placed on decentralization, as against centralization. Polycentric political culture is essentially a type of political administration model that enhances the New Public Management precept or paradigm, as well as nurtures the growth and development of public service to the path of sustainable development.

Regrettably, the myriads of public service reforms and reorganizations launched in the country since independence of 1960, which also included the Public Service Review Commission Report of 1974, the Udoji Report, the SAP inspired civil service reforms of 1988, Dotun Philips Report and the Allison Ayida Panel Report of 1994, have not succeeded in reinvigorating Nigerian Public Service, nor make it a credible tool to attract motivated and well paid core of skilled manpower needed to provide the platform for providing leverage for the public to demand and assert

accountable performance of public sector organizations and the public service commission. These institutions in the main, should include vibrant medium and small scale private sector organizations, effective local government systems that are accountable to the people, rather than to the central government, and independent and competent legislature, judiciary and the civil service commission. For all these institutions to function properly, it is the considered opinion of this paper that they should be based on exhibiting community structures, with responsibilities and resources shared equitably through the principle of subsidiarity, and each level of government responsible to the public in general. It is in the actualization of these considerations, that the Nigerian Public Service will not only embrace the ethos of the New Public Management, but shall belong to the league of existing promising institutions in the country, deeply rooted in the public realm to advance the course of sustainable development and growth.

Tanzanian and Malaysian New Public Management Models and Lesson worthy of Emulation by Nigeria

Most countries of the world have adopted various approaches and strategies to re-orientate and reform their public services to suit their desires in relation to their environmental and cultural orientations. Even though Tanzania's NPMS was driven and sponsored by the World Bank, she embarked on holistic and robust public service reforms through the introduction of NPMS that cuts across all sectors and segments of socio-economic reform agenda. By placing emphasis on 'performance improvement', Tanzania has actually broadened the scope of the application of the concept of NPMS to include the practice of performance budgeting, performance assessment and strategic management practices that include both institutional and individual levels. For instance, Tanzania is one of the few countries in Africa that have adopted the practice of Annual Appraisal and Evaluation in both private and public establishments (Ekpe, 2008:4). The essence of this practice is to evaluate the performance of public and private workers with a view to rewarding them through motivation and other welfare packages in the public service. A practice which is yet to be established firmly in Nigeria and other developing countries of the world.

On the other hand, Malaysia places emphasis on effective delivery of quality services and the sustenance of innovation and creativity in the public service. The adoption of NPMS by Malaysia has equally impinged on value orientation, accountability, transparency and robust overhauling of the entire public sector organizations. Surely, the sustainability and success recorded through the application of NPMS in the public service of Malaysia is a function of good governance, leadership quality, political will and commitment to the cause of the reform by the government. Malaysian governmental leadership relies on growth with equity to sustain stability and appropriate regime of policymaking.

The features of good governance and leadership qualities which Malaysian government exhibits are:

- Predictability in government behaviour.
- Openness in government transactions and reliable flow of information.
- Observance of the rule of law and adherence by government and its citizens (Olaopa, 2012:16).

The above characteristics are not common in most African countries.

The anticipation of Malaysia to launch her blueprint of vision 20:20-20 is a deliberate policy action to diversify and launch the country into a viable position as an advanced and industrialised economy. Following her deep-rooted development endeavours virtually in all spheres, Malaysia is rated as one among the eight economic giants characterized as "Asian Miracles States" (Eminue, 2005:6).

From the forgoing analysis, it is worthwhile to note that the government of Tanzania and Malaysia have demonstrated good sense of governance and commitment which have aided them in the

success story in the implementation of the New Public Management System (NPMS). It is obvious that the implementation of NPMS in both Tanzania and Malaysia was carried out through the instrumentality of former agencies and commissions, and with active governmental support through political will and patronage. However, the situation in Nigeria is different, for instance, the following reforms and policy agenda initiated in the country have not been judiciously implemented to achieve the much expected outcomes and results:

The 1988 Public Service Reform: The 1988 public service Reforms in Nigeria has inherent elements of (NPMS) such as a paradigm shift from traditional syndrome of 'Jack of all trade and master of none' to professionalism in the Nigerian Public Service. The constraints which impeded effective implementation of the Reforms were numerous, and included, among others: A change in leadership between General Buhari and General Bagangida in 1985 and 1988. Again, Nigerian Public Service continues to lay emphasis on paper qualifications and certificates, instead of experience on the employment of potential workers into the public service. This posture still reflects the British tradition and culture. Despite bold attempts to implement the 1988 Reforms, the dangers and menace of corruption are still on the increase in Nigeria. As a cancerous weapon, corruption in Nigerian Public Service is a matter of serious concern and serves as locust that eats the resources of the country, as well as impedes the implementation of governmental programmes and activities. Essentially also, no significant impact is felt about the professionalization of the public service, as compared to that of the private sector organizations in Nigeria.

The National Economic and Empowerment Development Strategies (NEEDS): Another very important socio-economic reform agenda which has suffered similar fate of lack of implementation is the NEEDS that was launched in 2007 by President Obasanjo with the four cardinal objectives of – poverty eradication, employment generation, wealth creation and value reorientation. At its inception, (NEEDS) at the Federal level, was to be replicated both at State and the Local Government levels, as State Economic and Empowerment Development Strategy (SEEDS) and Local Economic Empowerment Development Strategies (LEEDS) respectively. A critical survey (and a as one-time participant observant) of the system between 1978 and 2005, most states of the Federation, including Akwa Ibom have not implemented the (LEEDS). Even though few Local Governments in the state had produced the (LEEDS) documents, they were not captured in their respective budgets to guarantee effective and instant implementation.

Service Delivery Chatter (SERVICOM): This was a public service chatter that was inaugurated to serve as a civic contract between the public service and her citizens in service delivery. In his official inauguration speech, the former President, Chief Olusegun Obasanjo underscored the importance of SERVICOM in this manner:

To support government's efforts to sanitize and rationalize the operational system of our society, the process and mechanism of governance, to ensure that policies such as monetization, reduction of wastes, improved service delivery, cost effective administrative machinery and enhanced economic productivity are successfully implemented. (Extract of Mr. President's speech on retreat on service delivery, March, 2004).

Summary/Conclusion

In the course of comparing the practices of NPMS among Tanzania, Malaysia, and Australia, we have noticed that these countries have employed or utilized the platforms of former agencies, institutions and mechanisms to fast-track the implementation of the NPMS in their respective public services. For instance, Malaysia has Administrative Modernization and Planning Units (MAPU) supported by Policy Management Review Mechanism (PMRM). In Australia, there is the National Audit Office, (NAO). As a matter of fact, no such former agencies with a proven potency comparable to what we have in above countries exists in Nigeria for such task as the implementation of important socio-economic reforms with boldness and sagacity. It must be admitted that Nigeria is yet to evolve a credible and enduring governance, leadership culture with ardent political will and patriotism comparable to what we have in Tanzania, Malaysia and Australia. This, however, may account for the country's laxity and inability to practice the concept of the MPMS, as well as other countries in the sub-Saharan African States (SSAs).

Recommendations

- 1) The introduction and practice of the New Public Management (NPM) is gaining momentum in most countries of the Sub-Saharan African States (SSAs) including Tanzania, Malaysia and Australia. These countries have adopted the New Public Management (NPM) agenda to rebrand and reform their public sector organizations to achieve commendable results and Nigeria should borrow a leaf from them
- 2) To stem the spate of corruption, poor productivity and indiscipline, and promote the ethos of accountability, transparency and professionalism in Nigerian Public service, the introduction of the New Public Management is strongly advocated to help curb above lapses and the ills of the Nigerian Public Service.
- 3) This paper equally advocates a paradigm shift from the archaic and the traditional managerial approach, which focuses only on the output and activities to the New Public Management, which emphasizes performance and results – output in the Nigerian Public Service.
- 4) Like other countries in the Sub-Saharan African States (SSAs) that have succeeded in their application of NPM approach to achieve success stories, Nigeria will equally be a proud beneficiary and gain the benefits of NPM when using it to transform her public sector organizations, including the public service.
- 5) Nigeria as a political entity should adopt polycentric political system or culture as against homocentric political system or culture for the purpose of promoting the practice of the new public management in her public service reengineering.
- 6) One of the essentials of the 1988 civil service reforms was the introduction of annual performance appraisal to ascertain the strengths and weaknesses of public servants. In order to invigorate the Nigerian public service and make it achieve the goal of a result oriented service, this paper is strongly advocating the need to give top priority to annual performance appraisal in the Nigeria public service.

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