

**ADMINISTRATIVE TRANSFORMATION AND VALUE CREATION IN THE NIGERIAN PUBLIC SECTOR:
THE NEED FOR A MARKET-DRIVEN PUBLIC SERVICE FOR SUSTAINABLE DEVELOPMENT**

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ABSTRACT

Drawing from the centrality and the pivotal role of public organization in promoting sustainable development and acknowledging the fact that the traditional public administration has ended up becoming ineffective in revamping the post-colonial states in their quest toward self-transformation into developed oriented states. In the sense that the fundamental objective and the driving force of the traditional bureaucracy have grossly become inadequate in meeting up with the challenges pose by the contemporary world. This paper intends to present the New Public Management (NPM) as a reform initiative that can facilitate the effectiveness of public sector organizations in Nigeria for sustainable development. The paper employs content analysis with reliance on secondary data backed by descriptive analysis. It is observed that effective administrative transformation in the contemporary world is anchored on the tenants of the NPM such as quality, performance measurement, outsourcing, innovativeness, public private partnership, productivity, accountability, integration, discipline and professionalism which can create a market-driven, flexible and forward-looking public service motivated to meet the challenges of achieving sustainable development. NPM therefore, offers a ready tool for a value creation and administrative transformation in Nigeria. The paper therefore recommends the development of a mission-oriented administrative service, with emphasis on productivity and service delivery rather than rules and regulation. There is also the need to tackle on sustainable basis, structural barriers and other encumbrances to the implementation of public sector reforms in the country. The paper thus conclude by establishing a nexus between public service reform and sustainable development, by arguing that the achievement of both ecological sustainability and improved quality of life depend to a large extent on the degree of involvement of the societal actors in governance.

Keywords: Public Management, Administrative-Transformation, Value-Creation, Market-Driven, Sustainable Development.

INTRODUCTION

The contemporary blistering pace of innovation ushers in by the revolution in information and communication technology has resulted into a radical transformation of human society. Citizens are presently, more informed as access to any sort of information lies readily available. This development has created a more demanding public, in any case. People no more rest content with what is sufficient, they need more from Government for each penny of their hard-earned money. The same is applicable with the taxes they pay; they agitate for better public service, roads, education, health, railway and better legal and judicial system (Adamolekun, 2002).

However, the bone of contention in most developing countries (Nigeria inclusive) lies on how efficiently and effectively can the government respond to such an increasing demand for better and sustainable service delivery. This becomes very problematic in Nigeria where the public sector is stumbled by systems, practices and institutional frameworks that have seen better days, which invariably makes it extremely difficult for the state bureaucracies and institutions to achieve the ever increasing quest for sustainable development. Cheaply due to the accumulation of pointless and cumbersome organizational structure and practices that appear grossly inadequate to effectively shoulder the task of national transformation (Asogwa & Edeh, 2011). The discernible need to change and enhance the workings of public institutions for sustainability in Nigerian has in several occasion compel political leaders and policy makers to embark on public service reforms in a sincere endeavor to look for more workable organizational practices that can adequately tally with the yearnings and aspirations of the public (Das, 1998).

In a global perspective, the attempt by several nations to ameliorate the imperfections associated with the traditional public administration served as the bedrock for the emergence of the New Public Management (NPM), which started around the 1980s as a global reform initiative in public service delivery thereby extending to nations like the United States of America, New Zealand and Sweden (Olaopa, 2008:54). In response to the imperfection of the traditional public administration the NPM seeks to apply the principles of market to the process of governance and public management, with the view to creating value in the public sector's service delivery through enhancing accountability and responsiveness. This resulted from the existences of available evidences showcasing how the Weberian bureaucratic model of public services delivery outlived its usefulness thereby becoming unproductive, unnecessarily bloated in size, and ineffective as a mechanism of sustainable national development.

Returning back to the Nigerian public service, it is indeed the quest for sustainability in service delivery through revamping effectiveness and efficiency that actually provide an impetus for the number of Civil Service reforms ranging from the 1934 Hunt Committee, through Tudor Davies Commission (1945); Walter Harragin (1947); Hugh Foot (1948); Gorsuch (1954); Mbanefo (1959); Morgan (1964); Adebo (1971); Udoji (1974); Onosode (1982); Dotun Philips (1988); Ayida Panel (1994); and Obasanjo Service Delivery Reforms (2003) (Nnamani, 2009:27).

It is imperative to note that the above reforms did not only aim at affecting changes in the Civil Service alone; but in the public enterprises as well. More so as the public enterprises in Nigeria experienced rapid growth between 1970 and 1980 through the intervention of these commissions of enquiry. This is because these interventions prompted the government to start re-thinking the privatization and commercialization of public enterprise which reached its crescendo between 1999 and 2007 during the Obasanjo civilian administration. (Obikeze, & Obi, 2004: 248 – 275). All these clearly depict attempts at public sector transformation which constitutes one level of administrative development.

Another stage of reform which demonstrates the drive toward administrative transformation is endeavors at revamping the managerial capacity in the public sector. It is however not a simple task isolating activities identified with organizational and structural transformation from those concerned with the enhancement of managerial capacity. This is so on the grounds that all panels that have investigated performance and the workability of the civil service and public enterprises in Nigeria have constantly included suggestions for enhancing managerial capability (Nnamani, 2009)

Making a critical glance and x-ray of the outcomes of various commissions saddled with the responsibility of public service reforms in Nigeria, starting from Udoji (1974) to Ani Panel of 1975/76; Onosode (1982); Philips (1988) and Ayida (1994), it is not difficult to identify certain broad areas of action which they all recommended improving efficiency in the Nigerian public Service which includes; using skills as guides for recruitment and promotion; evolving a result-oriented management practices; adoption of merit system, invigorated and modernized personnel and financial management practices; adoption of unified civil service structure; adoption of Planning, Programming and Budgeting System (PPBS), Management by Objectives (MBO). Salary and welfare package increment and other numbers of recommendations geared toward enhancing performance and efficiency in public sector management. The Service Delivery Initiative (SDI) reforms, popularly called “Civil Service Renewal” Under the Obasanjo’s regime came out with a broader and better focused civil service transformation strategies, where for instance the reforms mainly focused on the following areas: due process in public procurement; Service charter; Pension Reform, Monetization Policy; and National Health Insurance Scheme (NHIS) (Olaopa, 2008).

The reform has as its strategic objectives the: “right-sizing of Public Service; introducing new technology; redefining its mission; retraining officers in line with modern administrative procedures and integrating the public service into the larger objective of national growth and stability” (Nnamani, 2009:209).

OBJECTIVE AND METHODOLOGY

This paper intends to present the New Public Management (NPM) as a reform initiative that can facilitate the achievement of sustainable development in Nigeria, by improving the effectiveness of public sector organizations, and in order to do so the paper employs content analysis with reliance on secondary data backed by descriptive analysis of empirical evidences to appraise the performance of the Nigeria public sector in light of the tenants of the NPM.

CONCEPTUAL CLARIFICATION

The New Public Management (NPM)

The NPM is administrative approach which advocate total withdrawal from bureaucratic organizational structure by devising and evolving a flexible management style which is more customer-oriented and grounded in private sector approaches toward service delivery and management (Kruger, 1999; 235). NPM is geared toward enhancing customer service as well as improving service quality through decentralization of decision making, where efficiency and responsiveness by adopting a market strategy has being the guiding principles. “NPM approach, involve market driven and liberation management approaches, which advocates the use of private sector techniques and market based strategies, such as competition, to achieve efficiency and effectiveness.... by focusing on the status and role of the administrator, which involve having skilled and committed individuals who, when released from confining organizational structures can have a positive influence on performance” (Adamolekun, 2002; 117).

Public value creation

According to Olaopa (2008) “Public value asks public officials to consider the benefits and costs of public services not only in terms of dollars and cents, but also in terms of how government actions affect important civic and democratic principles such as equity, liberty, responsiveness, transparency, participation, and citizenship”. It main focus lies in empowering the public servants with the capacity to quantify and appraise the net benefit of government actions, at the same time trying to expunge the inherent weakness in attempting to create a “bottom line” that is analogous to that of the private sector.

“A value is created when a given strategy or action has democratic legitimacy (the community supports it) and the support of the authorizing environment (governing board), and when the government has the operational capacity to implement the strategy or action effectively”.... (Adamolekun, 2002; 323).

Institutional Transformation

The concept of Institutional transformation focus on rejuvenating the entire classes of public organizations and agencies discharging myriads of societal functions, such as health, agriculture, finance, education, etc. in order to respond positively to a rapidly changing world (Krugger,1999). Institutional transformation is geared toward reshaping and remolding the fundamental social norms and rules that define how these states agencies are structured and governed so as to ensure sustainability in effective service delivery.

THEORETICAL FRAMEWORK

The main thrust of this paper is anchored on the public choice theory which provides the framework of analysis. The main contention of this theory is that market mechanism offers the ideal component for service delivery and decision making. The argument of the scholars is that public administrations and representative democracy have inherent tendency to over-supply because of various elements, for example, the tendency of political office holders to hide the genuine economic and fiscal positions of the nation from the electorates in an endeavor to fulfill electioneering promises through deficit financing. The theory argued that organized interest groups and officials always push for more self-aggrandizement interests against the weaker and poorly organized interest of the vast majority who fund the state expenditure through taxes (Stoker, 1991:239).

The theory contends that the current bureaucratic arrangement is poor indicators of citizen's inclinations and demands (Ezeani, 2004: 49). The inadequacy of public bureaucracy resulted to an inherent propensities for profligacy and wastefulness from government. This theory argued that government can be too complex, very remote from the citizens, superfluously politicized and captured by personal interest. Subsequently, it overlooks citizen's wishes and inclinations thereby resulting to an oversupply of low quality and superfluous services.

Applying this theory to the Nigerian public sector which is structured according to the traditional bureaucratic model of public administration, one is apt to identify a picture typical of an overloaded, complex and unresponsive system characterised by inefficiency, service duplication and ineffectiveness (Olaopa, 2013). Hence appropriate remedial measures to the above dysfunctional state of affairs have been found in institutional reforms based on the tenants of the New Public Management (NPM) and which shall be emphasized in the remaining part of this paper. However there is a need to briefly evaluate how other countries achieved transformation from a clueless and ineffective public service to a result-oriented and effective public management to which we now turn.

ADMINISTRATIVE TRANSFORMATION STRATEGIES; THE MALAYSIA'S AND PHILIPPINE'S EXPERIENCES

The rationale for selecting Malaysia and Philippines as reference cases are two fold, first while the Malaysian case depicted one of the example of a home-grown experimentation, pragmatic, sustained and incremental public service reform which occurs concomitantly with the political, social and economic changes thereby providing a clear-cut example of systematic evolution of effective public service. Secondly, the impact of the imposition of the Martial law on the Philippine's civil service is similar to that posed by the prolong military rule in Nigeria which therefor provide a sound clue on how to achieve a sweeping reorganization of public service in order to bounce back after an era of great centralization.

The Malaysian Experience

The Malaysian public service focused on equipping administrative improvements with the inculcation of new mindset and thinking paradigm. To this end, it concentrated on internalizing seven principal values among its public servants: quality; efficiency; creativity; discipline; coordination; responsibility; and professionalism in order to develop a forward-looking, adaptable, market-driven public service propelled to meet the difficulties of rapid development (Zulkarnain & Hamzah, 2004). In order to achieve these objectives, the Malaysia Government adopts the following strategies among others:

Structural Changes

Following the proposals of a major study conducted within couple of years of independence by American consultants, the government set up the Development Administration Unit under the Department of the Prime Minister to reorient the thinking and operational style of the public sector and to go about as an avenue for the presentation and evaluation of reforms and improvements in the civil service. Public enterprises were established to complement the shortcomings of the private sector (Alam Siddiquee, 2006).

A comprehensive National Training Institute (INTAN) was established in 1972 to give short and long-term training for the entire nation's public sector personnel's. Abroad training for selected key public officers was also established (Xavier, 2013). In 1970, a comprehensive central personnel agency was established in the Public Service Department to enact and execute manpower management policies and projects to enhance the productivity and viability of the public service. As necessities changed, another organization, the Malaysian Administrative and Manpower Planning Unit (MAMPU) was established in 1977 under the Department of the Prime Minister to discover and study the real obstacles of administrative advancement at all levels and recommend measures to overcome them. Incorporating managerial and developmental change for civil servants, MAMPU continue to pave the way for modernization endeavors in the public sector (Mccourt, 2012).

Improved Productivity and Delivery of Services

As in Nigeria, the Malaysian civil service and administrative structures established in the 1960s and 1970s were condemned for increasing bureaucratization, necessary formality, and inefficiency. Moderate economic development and a substantial deficit budget highlighted these insufficiencies (Zulkarnain & Hamzah, 2004). The accentuation of reform movement to enhance the efficiency of public servants, trimming the size of the civil service and measures to bolster these initiative were also introduced which includes total quality management, performance indicators and client's charter, In 1987, MAMPU established a Productivity and Quality Management Division, which came up with a programme with four prime objectives: to re-orient the public servants on the significance of performance measurement and improvement; to give consultative and consultancy services to government agencies on performance measurement and improvement; to direct studies on behavioral and different aspect of the workplace that could influence productivity; and to monitor and direct productivity measurement and improvement endeavors by government organizations (Zulkarnain & Hamzah, 2004).

The accompanying components were instrumentals to the achievement of the productivity Improvement measures: top management commitment and support; a structure for administering productivity improvement; the inclusion of all employees in these endeavors; and training and recognition.

The public sector was equally right size through privatization and the decrease of civil services. In mid-1980, a staged privatization started selling various public enterprises and reshuffling and merging departments and statutory bodies. Nearly 150 public enterprises were privatized, including airlines and shipping, the railways, and electricity, power and communications services bringing about an expected 10 per cent of the public service, exactly 90,000 workers (Xavier, 2013).

Making the Most of Staff

To enhance the performance of individual civil servants, the Malaysian government came up with various direct measures including non-discrimination in employment; practices to enhance recruitment and maintenance; a new performance appraisal framework; a far reaching remuneration framework giving performance incentives; the upgrade of staff training and development; and the advancement of a public service code of conduct. These measures basically gave women equal

opportunity for appointment and advancement in the civil services. Moreover, 1 per cent of all civil service positions were reserved for the physically challenged persons enlisted with the Ministry of National Unity and Social Development. The power of recruitment lies ultimately with the Public Service Commission, an independent body, which, in collaboration with the relevant executive agencies, advertises vacancies, conducts examinations, interviews and chooses candidate for different posts. However, in recent years, these powers have been designated to heads of departments in regard of the staff of selected support service (Mccourt, 2012).

A New Public Service Code of Conduct

The Malaysian government also created a new code of conduct in 1993, the Public Officers Regulations. The new code goes for the accompanying objectives; very trained civil servants who are responsible and committed to their duties; excellence in job execution; high productivity and quality in the delivery of services; and a clean civil service, free of any corrupt practices that could dent its image, The Regulations stipulate a code of conduct, as well as disciplinary procedures. Disciplinary actions can be taken against any civil servant found to have committed the accompanying misconducts: disloyalty to King, Country and Government; setting self-interest over the public interest; clash of self-interest with public service obligations; conduct that gives the presence of contention between individual interest and that of the service or utilizing a public position for self-interest; carrying on in such a way as to bring the Civil Service into disrepute; being wasteful or sluggish; being exploitative; being irresponsible; conveying or endeavoring to convey outside influence to bear upon the Civil Service, whether to further one's own advantage or that of others; being disobedient or conducting oneself in any way that may sensibly be translated as rebellious; being conniving; and being careless in the execution of one's obligations (Zulkarnain & Hamzah, 2004).

THE PHILIPPINE'S EXPERIENCE

Nurturing Public Service Ethics

The civil service reform from the Philippine's parlance was anchored on the creation and evolution of sound civil service ethics and values, in the sense that the drive for good and honest governance, which is the permanent characteristic of a bureaucracy having a world-class stature, involved not simply keeping the organizational structure, systems and procedures in great running condition (Shim, 2001). Much consideration ought to additionally be dedicated to developing the best possible values, norms, attitude, and work culture in the working environment. This is on the grounds that the internationalization of the right attitude and solid moral values serves as the strong bedrock for continuing administrative reforms. It ought to be noted, then again, that norms and morals are the essential products of environment, not of laws as usually opined. The best plan of action in this way was to adopt and execute mechanism which has the tendency to make a favorable and empowering environment that would inhale life to the desired moral values (Brown, 2004).

Inculcating Bureaucratic Excellence

Like the Nigerian public sector the Philippine civil service has constantly experienced unfavorable public opinion. Among others, it has been seen and stereotyped as ineffective and besieged by mediocrity. One of the rationales behind such opinion

was the impacts of political issues in the civil service especially in the area of human resource management. Concededly, merit criteria for recruitment and selection have to a great extent been ignored and aimlessly trampled upon to provide entry and promotion of political protégé (Roberto & Jose, 2002).

To address this squabbles, the CSC deemed it fit to send one resonating call to state workers across the nation that job performance is sine qua non of job security, that the constitutional assurance on tenurial security should not be a shield for ineptitude, incompetence and inadequacy. Hence merit and effectiveness of public servants should be on the most important thing in the entire public organizations. One stage towards this direction was to guarantee that the positions in government workforce are occupied by people, who don't just have above-average qualification but whose aptitude, abilities and skills are certainly beyond reasonable doubt (Roberto & Jose, 2002).

Empowering the Employees

Empowerment finishes the circle in the significant steps taking by the civil service commission during the reform process. Unionism in government developed after the reclamation of democracy in 1996 to a great extent as an instrument for self-defense employees whose jobs were under threat due to the monstrous purge and government reorganization embarked by the new administration. In this way, the 1987 Philippine Constitution ensured government employees the right to self-organization and collective bargaining and fleshed out further by a presidential order (Brown, 2004).

The Civil Service Commission, as the main agency responsible for human resources management of the Philippine government, plays an imperative role in breathing life to the self-empowerment principle. In the sense that Civil Service Commission has stepped up the evolution of dependable public sector unionism. Among others, it has begins the act of giving award, with the coordinated effort of employee unions, the Gawad Kalinga or the Employee-Friendly Employer (Government Entity) Award to recognize those government agencies, which have showed bona fide sympathy toward the welfare of their rank and file staff (Martin, 2001).

APPLICATION OF NPM TO THE NIGERIAN PUBLIC SERVICES

Concern for Citizens

A basic dichotomy between the traditional public administration and New Public Management is in their regards for and treatment of individuals who disparage them, while NPM sees individuals as customers who must be accorded with a kingship status and satisfied in service delivery, the traditional public administration regard them as citizens hence in most cases treated them with levity as the case may be in Nigeria, where even though the citizens charter underscored SERVICOM as premise for quantifying effectiveness in light of auspiciousness and quality service delivery as a part of the 2003's and 2007's service delivery Initiative SDI (Nnamani, 2009:209). Yet more efforts are still needed to solidify these endeavors to rekindle service delivery in the Nigerian public sector. This is because the workability of market principles and private sector in boosting public service effectiveness is of utmost important in value creation and administrative transformation as advanced by the public choice theory.

Public Scrutiny

NPM underlines accountability and transparency as the keys to good governance. This is fortified by access to genuine and reliable information on activities in the public area particularly on financial and revenue matters and macroeconomic system. In spite of the fact that the Nigerian public sector recently embraced Freedom of Information (FOI) Act which should serve as catalyst in speeding up the process for creating a responsive public sector, its juxtaposition with the official Secrets Act appear to have undermines its predetermined impact in entrenching transparency and accountability in the Nigerian public services, particularly in the light of pervasive incidence of corruption cases that litter the Nigeria public sector and has turn out to be very slamming and perplexing. Indeed, even the Fiscal Responsibility Act intended to address the problem of revenue leakages, inculcate fiscal discipline and financial prudence among levels and arms of government have not possessed the capacity to do much (Nzeshi, 2011: 92-93). Absence of political will and the myopic interest of the political and bureaucratic elites appear to have cracked the benefits that could have been recorded here, and this fortifies one of the principle arguments of the public choice theory (Stoker, 1991:239).

Performance Benchmarking

These denote agreements indicating benchmarks of performance or feasible quantifiable targets which public office holders and key officers of Ministries, Departments and government Agencies must meet within a given time frame. The principle objective here is to clarify the objectives of service organizations and their association with government, encouraging performance evaluation in light of results rather than subjective and unproductive conformity with bureaucratic tenets and rules. Targets are deliberately situated and operational self-autonomy provided. Performance can be assessed; accountability and public service viability are measured. The key performance Indicators (KPIs), initiated by the National Planning Commission under the Transformation Agenda of the previous regime appear to have capture this specific principle of NPM. However, making initiatives and implementing same are two different things, hence only time can justify how the KPIs can prompt public service adequacy in Nigeria. Performance contracting appear to concurred with the argument of the public choice scholars that market consideration gives ideal instrument for service delivery and decision making as remedies for the incapability of traditional public administration in developing nations particularly Nigeria.

Decentralization

The contention of NPM is that centralization is not cost effective because of loss of adaptability. It enshrines redtapesim, rigidity and hampers public service viability because of laying so much emphasis on procedures rather than effective service delivery. Decentralization offers a solution in such manner on the grounds that it minimize the bureaucratic obstacles through managerialism which gives officials the wide scopes to deal with their units for better performance. This can be accomplished through having leaner bureaucracy; devolution of budgetary and financial controls; regulation of corporate governance activities and private sector model for a transformed public service.

The establishment of market measure as a cardinal principle upon which the NPM reform activity rests ensures allocative efficiency and technical efficiency hence in the extremely wildly and centralized Nigerian federalism the practice of

decentralization would mean giving sub-national governments more autonomies in decision making and service procurement through administrative and institutional reforms which can balkanize the sixty-six items on the Exclusive Federal list into the concurrent, residual lists and fourth schedule (functions of Local Government Councils) with a correction of the present vertical allocation of revenue tilted in favor of the Federal Government to the tune of 53%. This is in accordance with the guideline of subsidiarity of political autonomy devolution to the minimal practical level in view of power sharing, obligation and provision for enhanced efficiency in service delivery and resource administration as an element of decentralized decision making (Obi & Nwanegbo, 2006). It has the strength of ensuring better performance and expenditure cut in contrast with the traditional inflexible public administration model.

Redefining Responsibilities

As a public sector reform initiative, the NPM advocates a redefining the responsibilities of the state in order to enable the government concentrate on its core zones of capability in service delivery. As argued by Olowu (2002:161) “there are some basic government tasks that even weak states should strive to get right (such as) the rule of law, a favorable policy environment such as macroeconomic stability, investing in people and infrastructure, protection of the vulnerable and protection of the national environment”. Nigeria has in the past couple of years been attempting to grapple with the majority of the above mentioned irreducible obligations of government which further justifies its consistent ranking among failed states with poor performance on Human Development Indices (Soludo, 2012). There have been enormous and persistent objection from public experts and analysts that costs of governance in Nigeria is high and that this is a burden on the public sector effectiveness. This requires administrative transformation and reform initiative that makes for leaner productive and efficient government with accentuation on quality management techniques. This can be better acknowledged through Public Private Partnership principles like contracting, franchising, successful market provision of some service. The contention of public choice advocates that government can be too huge, detached from individuals and captured by personal stakes is extremely applicable here.

Market Discipline

As a reform component, cost recovery serves to build market-discipline by averting over-utilization of services by consumers and presents the culture of reasonability in the utilization of public services, accordingly reducing weight on demand which could be utilized upon to take care of consumers demand through enhanced quality and accessibility. These are accomplished by presenting user-fees or charge for public services. The circumstance in Nigeria before the attempt at privatizing Power Holding Company and unbundling it to clear path for successor organizations was that of waste, huge abnormalities and unaccountability. The pre-paid metering and other change bundles are focused at stopping the various irregularities that infested the exercises of this previous wholly-controlled and owned government company in Nigeria. This activity which had in 2001 been reached out to telecommunication with significant success can equally be applicable to revamp the revolting condition of road networks in Nigeria, potentially through Public-Private Partnership as a cardinal principle of NPM secured on Build Operate and Maintain which reintroduces toll collection so as to recover cost and keep the roads in a consistently sound condition which right now is lacking in the Nigerian public sector. This position was supported by BGL Research (2013:29-30) in their study on infrastructure bonds and the public investment deficit in Nigeria. This invariably gives

credence to the argument of the public choice scholars that current democratic game plans and public bureaucracy can be an exceptionally poor indicators of citizens inclinations and demands, generally social amenities like motorable roads, portable drinking water, reasonable shelter and solid power supply should be democratic dividends which citizens supposed to enjoy following sixteen years of t considerate democratic practice in the nation. One of the emphatic contention against cost recovery as a public sector reform initiative for enhancing public sector viability is that it would alienate the poor from having the benefits of social services. However, the government can correct such imbalance by subsidizing these services for the poor or practicing, progressive user- charges rate which makes the rich to pay for the utilization/client charges of poor people.

PUBLIC SERVICE REFORM AND SUSTAINABLE DEVELOPMENT: THE NEXUS

As evidence from the literature shows, there exist two perspectives on sustainable development; the ecological perspective which conceptualize sustainable development within the ecological parlance, involving the interaction between man and environment (Van Zeijl-Rozema, Cörvers, Kemp & Martens, 2008).

The well-being perspective on the other hand view development from the quality of life issues rather than environment. This perspective looks at environment only as its affect people's well-being either directly through life supporting service or indirectly through generating resource for economic development (Kemp, & Martens, 2007).

To this end, regardless of the perspective in which we look at sustainable development, the nature and orientation of public organization becomes important pre-conditions for the achievement of sustainability. In the sense that, the way and manner in which the environment impacted the lives and well-being of the citizens is ultimately determines by how responsive the public organizations are to the citizen's needs. To achieve sustainable development it becomes increasingly imperative therefore, to have a public services that is responsive, flexible, quality-deriving, forward looking and citizen-centered.

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