

Public Sector Restructuring and Governance in Nigeria: Perspectives, Processes and Challenges

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Abstract: The paper “public sector restructuring and governance in Nigeria: perspectives, processes and challenges” draws our attention to the issues affecting the smooth implementation of restructuring efforts in Nigeria. The objectives of this paper are to examine the public sector restructures in recent times, identify the factors affecting the implementation of public sector restructures and to determine the processes of public sector restructuring in Nigeria. Survey method was adopted to elicit data for this study. Meanwhile, the paper revealed, among other things that bad leadership significantly affected the implementation of the structure programmes in Nigeria’s public sector. The paper recommends inter alia; that initiators of restructuring should understand the relationship between public sector restructuring and organizational culture, build consensus on restructure agenda between the political actors, drivers of restructure and the bureaucracy regarding the scope, strategy and implementation modalities of the restructure process, strengthen the implementing and coordinating mechanisms for restructure and strengthen central agencies crucial to change. Implication of this finding for government officials is that it is only full implementation of public sector restructures that can bring about the attainment of greater efficiency, productivity and consequently lead to socio-economic transformation.

JEL Classifications: D73

Keywords: Public Sector, restructuring, Sustainable Development, Governance, Nigeria

1. Introduction

1.1 Background to the study

The history of Nigerian Public Sector is traceable to the colonial epoch through independence era, military interregnum and towards the restoration of democracy in Nigeria in what came to be known as the Fourth Republic in 1999 following the terminus of military junta.

Colonial rule, however, widwifed the amalgamation of the then Northern and Southern protectorates of Nigeria in 1914. Under Lord Fredrick Lugard, Ludardian regime adumbrated for the first time, what seemed like a unified service? This stems from the fact that the upper echelon of the colonial service was dominated by Europeans on who were concentrated executive, judicial and legislative powers while Traditional rulers were co-opted at the lower level of the colonial power structure (Ayeni, 2002). At the wake of regionalism in 1954, three Regional Civil Services were established at the centre in each of the regions within the same era. The Federal and Regional Services thereafter nurtured a career civil service within their respective domains.

At independence in 1960, the role of the civil service shifted from the colonial mode of maintaining law and order to that of facilitating the realization of the nation’s development aspirations.

Essentially, the civil service became more visible and active both in the formulation and execution of development policies and programmes. With the oil boom and its eldorado in the 1970s, coupled with the successful prosecution of the Nigerian Civil War (1967-1970), there was greater commitment to the expansion of the economy, which eventually led to the creation of states to replace regions (12 in 1967, 19 in 1976, 21 in 1987, 30 in 1991, and 36 in 1996 plus FCT). The Federal Civil Service and its state counterparts have increasingly witnessed unprecedented growth with a view to matching the ever increasing responsibilities of the Federal and State Civil Services (Dada, 2003).

It should also be mentioned that other factors that accelerated the growth of Nigeria's Public Sector were the indigenization policy of 1972 as enacted by the Nigerian Enterprises promotion Decree which was designed and tailored to control the commanding heights of the economy. However, the Civil Service in Nigeria has constituted an indispensable tool of governance since the colonial era especially in the following areas; formulation of government policies and programmes, planning and implementation of government policies and programmes on matters of providing social services, preparing annual budgets and the development plans, collecting revenues in the form of income taxes, fines and duties, making by-laws, regulations and orders under powers granted it by the parliament and other quasi-judicial functions, keeping government records and properties as well as information dissemination and public enlightenment among other things (Oladipo, 2007).

Unfortunately, the dawn of the new millennium witnessed various manifestations of discontentment in the areas of resource control, salaries and wages, education, deregulation, privatization and so on. These manifestations of discontentment were demonstrated with increasing frequency and intensity bordering on ineffectiveness, inefficiency and wastage of the national resources (Abdullah, 2007).

As a corollary of the above, the desire to reform the public sector administration capabilities with a view to the burgeoning challenges became sacrosanct. The rationale for this paper therefore, is to assess the public sector restructuring in Nigeria since it is designed to transform the economy positively.

1.2 Statement of the Problem

The public sector in Nigeria has grown tremendously over the years. The share of government in the economy is unduly large since consolidated government expenditures rose from 29% of GDP in 1997 to 50% in 2001 (Makinde, 2003). Nigerian government is still involved in many production and service delivery activities which it cannot do well, while performing poorly on those activities that should be at the core of its mandate. In point of fact, the Nigeria's decentralized government structure vis-à-vis the three tiers of government often overlaps in some areas of economics activities and basic service provision. Government in Nigeria is perceived as a provider of contracts and a big employer even though this is in the context of a civil service that has been largely de-professionalized and appears to be bottom heavy (Dada, 2003).

The public sector had over the years been weakened with an over expanded public expenditure profile, persistent deficits financed by domestic and external borrowing with resultant high debt service burden, breakdown of the traditional instruments of control leading to corruption and misappropriation of funds, incidence of ghost workers, poor costing of programmes and projects, a large portfolio of abandoned/on-going projects especially in efficient and wasteful parastatals (Aduke, 2007). Not only that the system has accumulated pension arrears but some states and agencies of the federal government are beginning to accumulate salary arrears and payments due to contractors and suppliers.

Furthermore, the traditional instrumentality of the rolling plan has become discredited and hardly informs the preparation of the budget, and indeed major policies. The era of comprehensive planning details had become unmanageable and resources scarcity cum political intervention in

priority setting had contributed in rendering the plans impotent. This stems from the fact that annual budget had not been spared either as expenditure priorities and fund releases hardly respected the provisions of the approved budget (Aduke, 2007).

Again, public sector restructure programmes have a wide agenda to address. Consequently, scarcities of financial, technical and managerial resources severely constrain the ability of Nigerian government to sustain a comprehensive public sector restructure programme. Even when the wherewithal is there, the challenges of the complexities and sensitivities of some of the public sector restructure processes remains.

1.3 Objectives of the Study

- i. To identify the factors affecting the implementation of public sector restructures in Nigeria.
- ii. To examine the prospects of public sector restructures in Nigeria.
- iii. To determine the process of public sector restructuring in Nigeria; and
- iv. To identify possible ways of sustaining a comprehensive public sector restructure programmes in Nigeria.

1.4 Research Questions

- i. What are the factors affecting the smooth implementation of public sector restructures in Nigeria?
- ii. Has public sector restructure efforts enhanced the quality of service delivery in Nigeria?
- iii. Have successive governments embarked on public sector restructures?
- iv. What are the prospects of public sector restructures in Nigeria?

1.5 Hypotheses

The following hypotheses are formulated;

1. **H₀₁**: Bad leadership affects the implementation of public sector restructures in Nigeria.
H₂: Bad leadership does not affect the implementation of public sector restructures in Nigeria.
2. **H₀₁**: Sustained public restructure has enhanced the quality of service delivery in Nigeria.
H₂: Sustained public sector restructure has not enhanced the quality of service delivery in Nigeria.
3. **H₀₁**: Successive governments have embarked on public sector restructures in Nigeria.
H₂: Successive governments have not embarked on public sector restructures in Nigeria.

1.6 Significance of the Study

It will help the researcher to have insight into the various factors that have led to the failure of public sector restructure in Nigeria, thus enabling the researcher to proffer solutions to the restructure problems in Nigeria. It will also be of immense benefit to the government since it highlighted the public sector restructure issues which will enable the government to make appropriate adjustments and take necessary corrective actions. It serves as a valuable tool for future research purposes. Finally, it will assist the general public and civil societies to appreciate the public sector restructures undertaken by successive Nigerian governments and to understand that their supports are sacrosanct if government restructures are to be successful in Nigeria.

2. Literature Review

Several attempts have been made by scholars to pin down the meaning and nature of public sector restructuring. Essentially, some scholars have argued that public sector in the developing countries is everything and that the most important catalyst of development is an efficient service, while at the same time its inefficiency constitute the heaviest milestones of any country (Bangura, 2000; Ayeni, 2002; Borins, 1994).

To some, restructure connotes a deliberate and planned change (Halligan, 1997; Lam, 1997; Denhardt & Denhardt, 2000). For them any intervention which fails to produce fundamental changes in the way public service operates and conducts its business is not restructure. To this end, public sector restructure is a systematic intervention aimed at improving the structure, operations, systems and procedures of public services to enable its transformation as a multifaceted agent of change, and as a veritable instrument of national cohesion and socio-economic development. Similarly, restructure ambitions focus on improving the merit bases of public sector employment and on changing the incentives that individual public servants face, aligning them with the overall policy and goals of government.

Intuitively, public sector restructure seek to achieve a better balance between the fiscal burden of public employment and the need to provide incentives that attract competent staff. It is therefore aimed at improving the confidence of the public and of business, that the public service is both honest and efficient. Against this backdrop, the restructure is predicated on the need to address the following critical issues; reduction of public expenditure, improvement on policy responsiveness and implementation; and to improve service delivery and build public and private sector confidence since Obasanjo (2000) aptly captured the essence and rationale for restructuring in Nigeria thus;

At certain epochs in the history of a people, they must pause, reflect, take stock and resolve to do some things differently or to undertake certain projects that would make a significant difference in their lives. Such institutions, relationships, policies and programmes, and the identification of negative coalitions, contradictions, challenges, and crises points that have mediated the ability to make progress. If they tell themselves the truth, they also have the courage and sense of mission to map out viable solutions to their problems.

Similarly, Governance is another contested concept in this discourse. There is a plethora of views by scholars and development institutions on what the concept connotes. The World Bank (1991) views governance as “The manner in which power is exercised in the management of a country’s economic and social resources for development. Governance therefore demands that state operators deploy state resources in a manner that ensures material advancement for the people. According to Egwu (2005) one of the areas rocking the post-colonial African state is the prevalence of unaccountable government. Hyden and Bratton (1991) refer to governance as “the conscious management of regime structure with a view to enhancing the legitimacy of the public sphere”.

The United Nations Development Programme (1997) conceives governance as

... the totality of the exercise of authority in the management of a country’s affairs comprising complex mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights and mediate their differences.

In spite of the divergence of views on governance, they all emphasize public accountability and rule of law as the foremost principles of good governance. From the above, it can be stated that a symbiotic relationship exists among public sector restructuring and governance

From this standpoint, it can safely be argued that public sector restructure is a change to a preferred, or more effectively and more efficient method of doing things in order to achieve better results. It

entails any programme of systematic change in policies or institutions, with the primary aim of attaining greater efficiency and productivity.

3. Theoretical Framework

The study is anchored on New Public Management Theory. The new public management perspective is often associated with positive, action-oriented phrases like: re-inventing government, re-engineering, revitalization of the public service, organizational transformation, total quality management, paradigm shift, entrepreneurship, empowerment, and results over process, earning rather than spending (Butcher, 1997). The NPM is seen as a body of managerial thought or as an ideological thought based on ideas generated in the private sector and imported into the public sector (Pollitt, 1995).

The major assumption of this theory is that emphasis is shifted from the traditional public administration to public management and pushes the state towards managerialism. The traditional model of organization and delivery of public services, based on the principles of bureaucratic hierarchy, planning, centralization, direct control and self-sufficiency, is apparently replaced by a market-based public service management or enterprise culture (Larbi, 1998; Pollitt, 1995).

The relevance of this theory to public sector restructuring in Nigeria could be hinged on the premise that it contains key components of ideas and themes that not only emphasized managerial improvement and organizational restructuring but also consists of ideas and themes that emphasize management devolution within public service and lastly contains ideas and themes that emphasize markets and competition. The theory is therefore a continuum ranging from more managerialism at one end to more marketization and competition at the other.

4. Methodology

Survey was adopted to elicit data for the study. Staff of Federal/State parastatals plus those on appointive positions constituted the population of this study. The total number of Federal/State establishments amounted to about 300 while that of appointive positions amounted to 200 thus making a sum total of 500. A sample size of 300 respondents was used to make for effective collation and assessment of the questionnaires within the limited time frame of the study.

The stratified sampling technique was employed in this study. Both groups – staff of Federal/State establishments of the sample population were issued questionnaires accordingly. A total of 150 staff each was randomly selected from the two groups stated above amounting to the distribution of 300 questionnaires in all.

Questionnaire was used to measure the research data in this study. A 40 – item questionnaire was designed containing ten (10) open and thirty (30) closed – ended questions (see Appendix).

Responses of respondents were coded and analyzed through simple percentages. To validate the research instrument, the questionnaire was given to a few experts in the public service, one of which was a Director, National Orientation Agency, who ensured all questions were easy to comprehend and that comments and corrections effected during review were properly noted.

5. Data Presentation, Analyses and Interpretation of Findings

Statistical tables were used for data presentation while SPSS and simple percentage were used to analyze data. This study generally seeks to discuss the factors affecting the implementation of

public sector restructures in Nigeria and also to test the prospects of public sector restructure efforts in Nigeria.

Out of the 300 questionnaires distributed, only 207 copies of the questionnaires were returned. In studying their views on the public sector restructuring in Nigeria, the selected responses were analyzed using SPSS, statistical tables and simple percentages. Discussion follows thereafter.

5.1 Test of Hypotheses

5.1.1 Test of Hypotheses One

HO₁ Bad leadership affects the implementation of public sector restructures in Nigeria.

Table 1. Response of staff of federal/state establishments

	Frequency	Percent %
Strongly agreed	187	90.3
Strongly disagreed	20	9.7
Total	207	100

In the table 1 and illustration above, about 187 (90.3%) of staff of Federal/State establishment were in agreement that bad leadership affects the implementation of public sector restructures in Nigeria while 20 (9.7%) disagree.

Table 2. Response of staff on appointive positions

	Frequency	Percent %
Strongly agreed	150	72.5
Strongly disagreed	39	18.8
Undecided	18	8.7
Total	207	100

From the above table 2, we can see that about 72.5% (150) and 18.8% (39) of staff on appointive positions show that bad leadership has significantly affected the implementation of public sector restructures. The remainder 8.7% (18) represents those that were undecided.

5.1.2 Test of Hypothesis Two

HO₁ Public sector restructure has enhanced the quality of service delivery in Nigeria.

Table 3: Response of staff of federal/state establishments

	Frequency	Percent %
Strongly agreed	66	31.9
Strongly disagreed	98	47.3
undecided	43	20.8
Total	207	100

In the table 3 about 31.9% (66) of the respondents confirmed that public sector restructure has enhanced the quality of service delivery; 47.3% (98) disagree that public sector restructure has not enhanced the quality of service delivery. 20.8% (43) of the respondents were undecided.

Table 4. Response of staff on appointive positions

	Frequency	Percent %
Agreed	61	29.5
Disagreed	111	53.6
undecided	35	16.9
Total	207	100

About 29.5% (61) of staff on appointive positions claimed that public sector restructure has significantly enhanced the quality of service delivery: 53.6% (111) refuted the claim while 16.9% (35) were undecided (see table 4).

5.1.3 Test of Hypothesis Three

HO₁ Successive governments have embarked on public sector restructures in Nigeria.

Table 5. Response of staff of federal/state establishments

	Frequency	Percent %
Strongly agreed	105	50.7
Disagreed	46	22.2
Undecided	56	27.1
Total	207	100

The respondents that believed that successive regimes embarked on public sector restructures in Nigeria were 50.7% (105), 22.2% (46) disbelieved, while 27.1% (56) were undecided (see table 5).

Table 6. Response of staff on appointive positions

	Frequency	Percent %
Strongly agreed	107	51.7
Disagreed	60	29.0
Undecided	40	19.3
Total	207	100

The table 6 shows that 51.7% (107) of the respondents strongly agree that successive regimes embarked on public sector restructure; 29.0% (60) strongly disagree while 19.3% (40) were undecided.

5.2 Interpretation of Findings

5.2.1 Research Question One

What are the factors affecting the implementation of public sector restructures in Nigeria?

This question was answered in tables 1 and 2. The number of staff that agreed that bad leadership affects the implementation of public sector restructure outnumbered that of those who did not by 90.3% (187). Most of them, amounting to 72.5% (150), show that bad leadership significantly affected the smooth implementation of the restructure programmes in Nigeria's public sector.

Table 7. Chronology of public sector restructuring in nigeria

Date	Government involved	Subject (outcome)	Recommendations	Chairman
1946	The established staff two-structured of four West African Colonies: Nigeria, Gold Coast, Sierraleone and Gambia	Structure, guiding terms	Two-structured service-junior and senior	Sir walter Harragin
1948	The entire government of Nigeria	Conditions of service and training	Training and recruitment of Nigerians for its senior civil service posts	Sir H. M. Foot.
1954 – 1955	All governments of the Federation	Re-structuring, grading, terms and conditions of service and training; production of five cadres in the service	Reviewed wages and General condition of service	Mr. L. H. Gorsuch
1958	Western Region government	Review of salaries and wages	Reviewed remuneration and structure of the service and noted absence of middle category and created 5 main grades	Mr. A. F. F. P. Newns
1959	Federal Government, Northern Regional Government and the Government of Eastern Region and Southern Cameroon's	Integrity ministries and Departments to end the era of ministers without portfolio	Proposed integration of ministries and departments.	Justice I. N. Mbanefo
1963 – 1964	All the Governments of the Federation	Review of wages and salaries and conditions of junior employees in both private and public sector.	Reviewed salaries and wages of the junior federal staff, introduced minimum on geographical basis.	Justice A. Morgan.
1966	All the governments of the federation	Grading of post in the public service	Examined anomalies in the grading of posts to proposed uniform salaries for officials performing identical duties	Mr. T. Elwood
1970 – 1971	All the Governments of the Federation	Review of wages and salaries, organisation, structure and management	Proposed establishment of a Public Service Review Commission to examine the role of the Public Service Commission	Chief S. O. Adebo
1972 – 1974	All the Governments of the Federation	(Public Service of the Federation Review Commission) organisation, structure and management, Recruitment and conditions of Employment Programmes and superannuation's regrading of all posts and Review of Salaries, introduction of result-oriented Management in the Public service.	Focused on the issues of efficiency and effectiveness, made design to improve the structure and system, introduce open reporting system for performance evaluation, A unified grading and salary structure for all covering all posts.	Chief J. O. Udoji
1976	The Federal Government of Nigeria	Looked into complaints and extent of implementation of accepted recommendations	Proposed full implementation of accepted recommendations	Chief S. Olu Falae
1985	All the Government of the Federation Nigeria	The structure, staffing and operations of the Nigerian Civil Service in the mid 80s and beyond, attempt at professionalizing the service.	Abolished the office of Head of service and permanent secretary	Professor Dotun Philips
1986	The Federal and State Governments of the Federation of Nigeria.	Worked out guidelines for implementation of the civil service reforms as embodied in Udoji's and Philips Reports.	Proposed efficiency and effectiveness, and professionalism.	Vice Admiral Patrick Koshoni
1994	All governments of the Federation	To provide guideline on implementation of Dotun Philips Reform. Introduced reversals of novelties that turned out as failures.	Abrogation of civil service re-organisation Decree No 43 of 1988	Chief Allison Ayida.
1999	All Government of the Federation	The Charter for Public Service in Africa	Established professional values for public service, prescribed code of conduct for public service employees.	

Source: Adegoroye, G. (2005) and Abdullah S. A. (2007)

5.2.2 Research Question Two

Has public sector restructure efforts enhanced the quality of service delivery in Nigeria?

This was answered in tables 3 and 4; 47.3% (98) of the respondents disagree that public sector restructure effort has not enhanced the quality of service delivery out of 207 respondents only 29.5% (61) agreed that public sector restructure effort enhanced the quality of service delivery.

5.2.3 Research Question Three

Have successive governments embarked on public sector restructuring in Nigeria?

The findings of table 5 and 6 contain answers to the above question. 50.7% (105) respondents affirmed that successive governments embarked on public sector restructuring in Nigeria. 51.7% (107) staff on appointive positions also corroborated the claim that successive government embarked on public sector restructuring, only 29.0% (60) disagreed.

Apart from the respondent views and perceptions, field data also confirmed that successive regimes have embarked on public sector restructuring in Nigeria as shown in table 7.

Although public sector restructures have been embarked upon in Nigeria, no attempt has been made by scholars of public sector restructures and practitioners to assess the effects of such interventions and their relationship with the culture that shapes and influences people's behaviour within public organization. The evaluation of programmes and policies formulated and implemented since the attainment of political independence in October 1960 rarely makes reference to the manner in which organizational culture affects the goals and objectives specified under such intervention.

In all public service systems, strong leadership means something different. Countries with central executive functions – such as Britain, France and United States, leaders in the political arena must be actively involved in order for the system to function, particularly if the function is a reference to change. In countries where the executive functions by mutual consent, any radical move from the status quo by the leadership of the coalition, might create the opposite effect, and mobilize opposition instead of support for the restructure.

Some of the restructuring in Nigeria is low public respect for the public service. Low public respect for the public service is more than the response of disappointed customers to an inadequate level of service provider, and finding the right balance between skepticism and confidence in government will always be difficult. It is increasingly clear that institutions are important for development, but is not at all clear which institutions are the most crucial and there is very little evidence that the specific details of government structures affect growth. There is also only modest evidence that governance is an independent variable.

6. Conclusion

Public sector restructuring is a demanding task and should not be seen as a quick solution for problems militating against our national development. Building national coalition in support of public sector restructure to include all stakeholders and partners such as public service, labour unions, public servants, the media, civil society organizations, political parties and the academics is necessary if the restructure, is to stand the test of time devoid of sabotage.

It is also possible for one to conclude that most of the strategies pursued by Nigerian to restructure her public sector have not been able to achieve its desired outcomes basically because of political, historical, economic, institutional, cultural and other environmental constraints

The prospects of the public sector restructuring are pigeonholed on the implementation of such reforms. The public sector as the principal vehicles through which the promises of a better life can

be achieved must naturally be the centre-piece of public attention and, apparently, its transformation should be a cardinal policy imperative of the regime in power.

7. Recommendations

In order to further enhance the chances of success of the public sector restructuring, there is the need to strengthen central agencies to restructure. We must remove passive resistance of these central agencies to restructure and reassure them that restructure, rather than erode their statutory, constitutional and concessionary powers, can in fact strengthen them to effectively discharge their regulatory and oversight functions.

Secondly, it is recommended that constitutional problems manifesting in ambiguities over functions, which could result in duplication, conflict of responsibility and lack of co-ordination must be settled. A situation where there is a proliferation of federal government institutions and parastatal agencies could only encourage fragmentation, duplication, resources waste and opaque accountability, which are inimical to the expectations of the restructuring.

Thirdly, we recommend that executors of restructures should understand the relationship between public sector restructuring and organizational culture. A performance management system should be adopted during restructure programmes. This will make it mandatory for officers to plan and execute their work in a systematic manner through preparation and execution of their performance values and culture as reflected in the vision and mission.

Fourthly, there is the need to build synergy and consensus on restructure agenda between the political elites, drivers of restructuring and the bureaucracy regarding the scope, strategy and implementation modalities of the restructure process.

Fifthly, it is recommended that a stable and transparent democratic system essentially remains the mirror upon which other spheres of national life, vis-à-vis civil service, parastatals, agencies and anti-corruption institutions could measure their levels of transparency, accountability, effectiveness and efficiency.

Sixthly, it is recommended that government should embrace a new paradigm for Human resources management, involving delegation of the human resources management function to ministries, Departments and agencies. This can only be done when the present administration departments are repositioned and the Administrative Cadre of the service is fully professionalized to see the emergence of professional human resources managers, with competences for change management.

Seventhly, there should be institutionalization of safety measures against reversal and inertia containment. Historical antecedents have shown that Nigeria's policy environment has been criticized being characterized by both policy inconsistency and summersaults. There are therefore serious anxieties in the policy that the gains of restructure might be reversed under a different Administration. In order to ensure sustainable implementation of restructure that would be constantly reinforced by continuous improvement, Nigeria need to build appropriate safety values for containing the derailment viruses of reversal and inertia.

8. Suggested Areas for Further Research

In a bid to further strengthen this study, which was carried within Nigeria, suggestions for further research are made on the following areas;

1. Assessment of the effects of public sector restructuring in Nigeria since 1946 till date.
2. The study can be extended beyond Nigeria for comparative analysis.

3. Further research should equally be conducted on the sustainability of public sector restructure in Nigeria.

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Appendix

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Dearly Esteemed Respondent,

Academic Research Questionnaire

This is to inform you that I am currently conducting a research on “Public Sector Restructuring and Governance in Nigeria: Perspectives, processes and challenges to assess the factors affecting the implementation of public sector restructuring in the country.

Sir/ Madam, as informed and concerned stakeholder in the public sector restructure programmes in Nigeria, I am confident that you will be interested in this research. It is therefore my earnest request that you kindly supply the needed information through the attached questionnaire.

You are therefore assured that information provided shall be treated with utmost confidentiality and solely for academic purposes.

Thanks for your anticipated positive co-operation.

Yours faithfully,

J.O. Nkwede, Ph.D

INSTRUCTION: you are please, requested to tick the option that answers the under listed questionnaire items in your own consideration.

Please be careful not to tick twice per questionnaire.

PART A

BIODATA

1. Your sex: Male Female
2. Age: 15-20 yrs 20-25yrs 25yrs and above
3. Marital status: Married Single
4. Educational qualification; SSCE or its equivalence; B.Sc Ph.D
5. Occupation; Public/ civil servant Politician Appointment Position
6. Religion; Christianity Islam ATR
7. Federal or State Establishment; Federal State
8. How long have you lived in this country?
(a) Since Birth (b) About 20-40 yrs (c) Since Independence
9. How long have you worked as a public Civil servant? 10yrs 20yrs 30yrs and above

PART B

KEY TO RESPONSES

	A	SA	D	SD	UND
10 Public sector restructuring has contributed to efficient public service delivery in Nigeria					
11 Nigerian government has been the vanguard of these public sector restructure programmes					
12 Public sector restructuring has enhanced the quality of service delivery in Nigeria					
13 The existing public sector restructure programme was embarked upon by the present leadership of the country					
14 Bad leadership has affected implementation of public sector restructures in Nigeria.					
15 Federal/ state parastatals have benefited from the public sector restructure programmes					
16 Do you agree that Nigerian citizens have benefited from the restructure programmes					
17 Successive governments in Nigeria have embarked on public sector restructures in Nigeria					
18 Has there been any public restructure efforts in the state public parastatals					
19 Public sector restructuring should be allowed to continue in view of its positive impacts in the country					
20 Are you satisfied with the restructure efforts in both federal and state ministries, agencies and parastatals in Nigeria					
21 Do you think that politicians participated in the execution process of restructure in Nigeria					
22 Nigerian citizens are not happy with the service delivery of public servants in federal/ state establishments					
23 The leadership of Nigeria has not embarked on any meaningful public sector restructure programmes					
24 Public sector restructure programme in Nigeria is a duplication of efforts.					
25 In your opinion do you think that the restructure efforts will lead to the socio-economic transformation in Nigeria					
26 Can public sector restructure programmes be sustained in Nigeria					
27 Do you think that the process of public sector restructure in Nigeria has significantly repositioned the public service in Nigeria					
28 Do you agree that governance is an impediment to virile public sector restructure in Nigeria					
29 Development of Nigerian economy is a function of governance					
30 The implementing agents of public sector restructure in Nigeria has performed below expectation					

A: Agree; **SA:** Strongly agree; **D:** Disagree; **SD:** Strongly disagree; **UND:** Undecided