

The dynamics of the Nigerian public service and development administration in Nigeria: Public service as a strategy for national development

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ABSTRACT: The seeming failure of public service in Nigeria is demonstrated by a series of reforms introduced by successive governments to redefine and reinvigorate it. While some of these reforms were internal, some were externally induced. The climax of such reform initiatives in contemporary democratic Nigeria. There is a need to keep up with the growing demands of governance and find the best way to improve efficiency and productivity in Nigerian public service. In response to the demands of environmental dynamics, organizations strive to cope with or manage change. The main objective of the study is to assess the role of public service in steering national development. The paper is hinged on institutional theory as its theoretical framework. Data for the study were collected from secondary sources (documents) such as textbooks, journals, bulletins, governmental publications, and internet materials, while analysis was done qualitatively. Some of the findings are that Nigerian public service plays an advisory role, formulates policy and implements it, and provides quality service to achieve national development. Furthermore, the Nigerian Public service is faced with challenges such as politicization of public service, lack of motivation, nepotism, inadequate training, and staff development. The paper recommended that training and retraining of staff should be the top priority of the government and also factors responsible for the increasing volume of crime and insecurity in Nigeria should be stopped. The government should take urgent steps to reorient Nigerians on the need to be patriotic, sincere, hardworking, and committed to the goal of national development.

Keywords: Development administration, national development, public service, strategy.

INTRODUCTION

Public bureaucracy (civil and public service) constitutes the permanent and professional part of the executive organ of government. They are non-political permanent and professionally trained civil and public service that run the administration of the state according to the policies and laws of the government's political executive. Thus, the qualities and efficiency of bureaucracy determine the quality and efficiency of the state administration. It, however, works under the leadership and control of the Political Executive.

The term public bureaucracy is interchangeably used with the following terms, civil service, public service, government service, etc. Also, bureaucrats are interchangeably used with the term; public servants, civil servants, government officials, permanent executives, and the non-political executive are used to describe all such persons who carry out the day-to-day administration of the state. The terms 'public bureaucracy' and 'public or civil service' are synonyms. Efforts at establishing the important link or relationship between public bureaucracy

and the effort at achieving the development goals of the country require an understanding of the important role of public bureaucracy and this seems not to be the case in many works of literature overtime (Asaju and Ayeni, 2021). The emphasis has been on economic issues, issues related to leadership, democracy corruption, federalism, security, and religion, among others. However, there is a strong relationship between public bureaucracy and the quest to achieve national development in both the developed and the developing countries of the world including Nigeria. Due to the increased role and intervention of the state in virtually all aspects of development in modern states, the role of public bureaucracy becomes more sacrosanct and exigent. A United Nations Report in 2005 indicates, "no matter how organized and constitutional a government is, it would not get very far in the absence of public administration system capable of translating its broad political intentions, its laws and delivering service needed by the people without a professionally competent public administration. The state cannot count on making those things happen which they want to happen or on pre-empting undesirable developments (Asaju and Ayeni, 2021).

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 Leadership 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 programs 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 programs and as the primary and primate instrument of government, its nature, effectiveness, and response cannot escape the constant attention of the 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, the Nigerian Public Service has not lived up to the 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 poverty reduction, etc. However, there seems to be a lacuna between the actual expectations and realities on the ground in Nigeria. The study is therefore predicated on this project considering the wide gap between citizenship expectation of good governance and dividends of democracy and the realities on the ground.

CONCEPTUAL CLARIFICATION

Public service

Conceptually, the paradigm of public and civil services established by the Nigerian constitution is provided for in Sections 169, 171, 206, 208, and 318 and Section 10 of the 3rd schedule of the 1999 constitution as amended. These constitutional provisions do not provide a 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, and 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).

In legal terms, the term "public service" refers to the department responsible for overseeing these utilities and ensuring their proper functioning. The Public Service Commission plays a critical role in regulating major gas and electric transmission facilities to guarantee safety and adequate service provision. Public service encompasses a wide range of systems and solutions that benefit various groups within society. It includes essential services like healthcare, waste removal, transportation, and more. In the context of New York City, public service is considered a public trust, with regulations in place to preserve trust in public servants, promote confidence in government, protect the integrity of decision-making, and enhance government efficiency (NYCL, 2024).

Strategy

According to the Cambridge Dictionary, a strategy can be a specific plan of action like a marketing strategy for new products or an alternative approach in decision-making. It can also refer to methods or plans devised cleverly towards a particular goal. A strategy is a detailed plan designed to achieve success in various contexts such as war, politics, business, or industry. It involves setting goals, determining actions to achieve those goals, and mobilizing resources to execute the necessary actions. In business, strategy can be seen as determining how to win in the future period ahead. (Cambridge Dictionary, 2024).

In essence, the strategy involves choosing a unique and valuable position deeply rooted in systems of activities that are challenging for competitors to replicate. Michael

Porter, in his analysis, emphasizes that operational effectiveness is necessary but not sufficient for superior performance; true competitive advantage lies in making strategic choices that create sustainable profitability through unique and difficult-to-match activities (Asaju and Ayeni, 2022).

National development

The word national Development is the coinage of two English words national and development. The word national is both an adjective (denoting country-wide, general, a state) and a noun (denoting resident, citizen, subject, native, and inhabitant). Development denotes improvement, advancement, increase, expansion, change, etc.

According to Saleh (2013), the word national development implies the effort of a nation or a state to better-off the welfare of its citizens in all aspects of life. In the same direction, Stevenson (2014) sees national development as a condition or a state in which a nation improves the quality of life of its citizens. The two definitions above see national development as human-centered and oriented. They do not emphasize the physical aspect of life. Douglas (2014) defined national development as a process where the constituted authority of a nation or society provides the necessities of life to its citizens. He went further to mention the basic necessity to include: the fight against hunger, illiteracy, and poor standard of living. Bello (2012) also sees national development as a broad concept that comprises social, economic, and physical advancement in a society such as Improvement in a GNI, PI, economic growth, GNP, infrastructural development, and a lot of others. This definition also flows with the perception of Smith (2015) who also advocated that national development encompasses the improvement in GDP, GNP, PI, and all sectors of the economy. In another parlance, Sule (2015) sees national development as the solution to societal problems such as national cohesion, stability (political and economic mechanism), and national integration, ethnic and religious harmony. The definition restricted national development to only the social aspect of life and was careless about infrastructural development.

With all this, we can deduce that national development is a heated and nebulous concept that is very difficult to conceptualize. It is so broadened and depth in horizon. It comprises social, economic, and physical aspects of life. Its overall essence is to promote a meaningful and better life for the citizens. (Cinjel and Joseph, 2020).

Theoretical framework

The Theoretical underpinning or explication of this paper

is based on Institutional Theory by Scheuler (2000) as stated in Akpanim (2021). According to Institutional Theory, an organization as a system has norms, values, attitudes, and myths, which, when properly guided, are the by-products that can determine the failure or success of such an organization. The theory affirmed that achieving organizational goals depends on the extent these values are linked to work strategies and goal achievements. The Nigerian Public Service is the main government institution responsible for implementing government programs and policies. It provides services that are geared towards enhancing the living standard of the people as well as achieving national development. To achieve these objectives, the activities and behaviours of public servants are guided by certain rules and regulations and organizational ethics. The daily activities and actions of public servants are regulated according to these rules and ethics. Thus, achieving national development depends on how these ethical principles are maintained within the service.

METHODOLOGY

The central focus of this paper is an attempt to explicate the ramifications give diagnostic insight into the Nigerian Public Service, and synthesize a parameter for it to achieve the goals and objectives of national development. 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 (Akpanim, 2021).

THE PUBLIC SERVICE AS A STRATEGY FOR NATIONAL DEVELOPMENT

As a professional body, the public service plays an important role in enhancing efforts for national development in Nigeria. The public bureaucracy is primarily shouldered with the responsibility of driving development efforts in most developing countries, including Nigeria. Thus, As rightly asserted by Asaju and Adagba (2011), "the failure of development is a failure of public administration" The public service plays the following important role in promoting national development in Nigeria.

NEEDS as an overarching national reform strategy

The formation of the National Economic Empowerment and Development Strategy (NEEDS), in 2003, provided a framework for integrating into an organized entity, all sections of reforms, that existed before, to make them

align with the overall goal of promoting good governance, productivity, and national development.

Empowering Nigerians by creating more job opportunities, and affordable housing, improving health care services, strengthening the skill base, protecting the vulnerable, and promoting the people and security.

Promoting Private Enterprise: This will be achieved by creating an enabling environment for business to thrive, stabilizing the value of the Naira, diversification of the economy, reducing dependency on oil, privatizing, deregulating, and trade liberalization, power generation, transportation, and communication. It also includes targeting 70% annual industrial growth, capacity utilization, and investment by the year 2007. NEEDS is envisaged to promote agriculture and other key sectors such as information, technology, tourism, entertainment, and finance services, protect the environment, and ensure the sustainability of the public service for national development.

NEEDS is expected to identify the core business areas of government and stick to them. It is expected that it will allow other stakeholders, to run businesses and provide other services, for which they have a comparative advantage to the government. Other areas in which major changes are expected to occur are: implementing accountability in governance, transparency, anti-corruption measures, curtailment of unbridled waste in the public service through pension reform, monetization, national health insurance scheme, and budgetary discipline.

Public Service as an engine of government development initiatives

All developmental initiatives will come to naught without an efficient public service. In the very words of Edejeji (2006:20), "Without an accountable, efficient, effective and incorruptible Public Service, there cannot be a good governance". Public Service Reforms are categorized as Economic Empowerment and Development Strategy (NEEDS). The centrality and the critical requirements of the Public Service to the success of the National Economic Empowerment and Development Strategy (NEEDS) were clear to all stakeholders. The National Economic Empowerment and Development Strategy (NEEDS) (2003:21) states as follows: "Critical to successful implementation of NEEDS is an effective institutional framework, particularly a public Service dedicated to excellence and support reforms".

According to Adedeji, in Adegoye(2006), to demonstrate the expectations of public service, the charter for the Public Service in Africa adopted at the 3rd Pan-African Conference of Public Service Ministries in Windhoek, Namibia on February 5th, 2001, 29 Articles, enunciating a set of principles to achieve the fundamental principles, of the Public Service. The charter affirms the

imperatives of professional values of the public service in Africa; it redefined the objective and missions and specifies the fundamental conditions required for strengthening the Public Service role, competence, ethical values, and images; and prescribes a code of conduct for African employees. The charter defined the framework for legislative, regulatory, technical, and practical measures, as may be required to ensure the performance and proper functioning of their Public Service and as well improve the quality-of-service delivery. The charter has since become a reference point for measuring the adequacy and the performance of the Public Service in African countries.

The most noteworthy was the 4th retreat held at the National Institute for Policy and Strategic Studies (NIPSS) Kuru, Jos, Plateau State, from February 23rd to 25th, 2001, under the theme "The new orientation"; the major outcome of the retreat was "the Kuru Declaration" embodying a new National development Ideology and code of ethics for public officers. The apprehension of the federal government on the quality of public service delivery was confirmed by the findings of a 2001 service-wide study, conducted by the Management Service Office (MSO), office of the Head of Service of the Federation (OHSF), which revealed that:

1. 6% of the workforce is constituted by officers who are 40 years old and above;
2. 70% are unskilled, Grade Level 10-06, while 1.7% of the workforce are officers in the strategic thinking directorate cadre (GLs15-17);
3. Prevalence of "ghost" workers symptomatic of poor personnel records and payroll control system;
4. 60% of federal government spending is on bureaucracy, including the National Assembly;
5. Pervading low morale, at the high echelon of the Public Service;
6. Highly centralized service, and lack of individual initiative; muffles corporate accountability;
7. The Ministries, Departments, and Agencies (MDAs), have neither vision nor mission statements, nor clear corporate and individual schedules of duties;
8. Under-sourced public institutions, lacking the capacity to make optimal use of technological changes to modernize;
9. Grossly inadequate working tools, required to operate modern management system;
10. Erosion of professionalism and spirit de corps;
11. Policy-making had degenerated into a routine response to addressing urgent problems, rather than a structured initiative involving control;
12. There were serious capacity gaps, at all levels due to the prolonged absence of systematic training, needs identification, and serious commitment towards updating skills;
13. The procurement system was fundamentally flawed, as it was not transparent.

Others

The beauty of any development plan is the faithful implementation of such a plan, and its success lies with the implementers. In our previous discussion, it was mentioned that most of the past development plans failed as a result of implementation problems lack of committed leadership, etc.

Based on this fact, new development policies and strategies are currently in place as alternative strategies for development, such as the Seven Points Agenda, Vision 2020, etc. These policies and vision appear to be all-embracing but they are not sacrosanct in their totality. But if faithfully implemented, the nation at least will move towards the path of development. It is our opinion that to successfully implement the Seven Point Agenda of the present regime, there are some lessons we can learn from Asian models of development.

First, development requires total commitment on the part of the leadership. The need for discipline and honesty on the part of the project implementers cannot be compromised; such officials should show enough discipline, interest, willingness, dedication, and honesty. Without these attributes and the will to pursue set economic goals, all other ingredients of development present would amount to nullity.

Second, this country should learn that wholesale liberalization; the type advocated by the apologists of orthodox SAP is not necessarily synonymous with development. Therefore, a level of state involvement (heterodoxy) is imperative even in the face of the crucial need for structural adjustment. But whatever the degree of state involvement, private ownership of properties must be guaranteed for investment to be stimulated (Mimiko, 1997). However, it is another question whether the Nigerian state as presently constituted can play this critical role given its embarrassing level of corruption, inefficiency, and incapacitation by a commitment to sundry primordial values. Be it as it may, the goal should be to evolve a process of reformation of the state to make it able to play the type of highly constructive role that its counterparts are playing in the whole of East Asia (Mimiko, 1997).

Additionally, the need to reform the electoral process is imperative for socio-economic and political development. Electoral fraud is one of the banes of Nigeria's development. The role of leadership in development cannot be overemphasized, all efforts towards development must be coordinated and directed by the leaders, therefore, the leaders must be development-conscious, have a genuine interest in development, and have the political will to propel such development. The leaders must also have the cooperation of the people, because, it is the people that develop a nation. Honestly, the aforementioned ingredients cannot be possible without a legitimized mandate for the leaders by the people. When a leader assumes office illicitly or through electoral

fraud, such a leader is bound to fail in his effort to generate meaningful development. This is because such illegitimate leaders tend to display characters that repress development such as; selfishness, corruption, pride, thuggery, and inefficiency also, there is apathy and natural detachment to development plans by the people as they did not see such emerging leaders as the products of their consent through voting. Based on the foregoing, the electoral process should be reformed in such a way that nobody assumes power (political) through crook or fraudulent means. The process should be made open, free, fair, and competitive. All legal battles preceding the elections must be concluded before any swearing-in. This, it is believed, will create a genuine environment conducive to development. Lastly, a development plan should not be exclusively regarded as an economic issue it should be seen as a holistic and encompassing national issue that cuts across economic, social, political, and psychological aspects of human endeavour.

CHALLENGES THAT HINDER NIGERIA'S PUBLIC SERVICE CONTRIBUTE MEANINGFULLY TO NATIONAL DEVELOPMENT

The following are some of the challenges that undermine public service to achieve national development in Nigeria. Asaju (2023) postulated some of the challenges that hinder Nigeria's public service from contributing meaningfully to national development which goes a long way to set the image of the nation as Nigeria Backward.

The state of infrastructure development

The state of infrastructure development in Nigeria is still below expectations despite the various legal institutional frameworks, commitments, and interventions by both state and non-state actors. The state of infrastructure is a constraint to achieving socio-economic development in the country. The absence of critical and required infrastructure in virtually all the sectors of the economy (i.e. transportation, e power, communication, aviation, education, health, etc.) not only affects economic development but also efforts at enhancing the standard of living of the populace. Statistics over time have shown the high level of infrastructure deficits in the country. Nigerian infrastructural deficit is estimated at \$100 bn annually. This is estimated to be 100% above the yearly infrastructure budget in the past two decades in the country (Onwuamaeze, 2022). At present, the value of infrastructural development in Nigeria is 35% of GDP compared to the developed countries with 70% of GDP (ISD, n.d.). The country requires \$1.5 tn to fix the infrastructure gap over the next 10 years (Umunna, 2022). The above statistics further show that investment in infrastructure

in Nigeria is grossly inadequate considering the population and the land mass of the country. Furthermore, the World Economic Forum's 2019 Global Competitiveness Index ranked Nigeria 116 out of 141 countries. The poor performance could be attributed to the poor state of infrastructure in the country. The situation is worse in the rural areas in Nigeria where the level of infrastructure development is near zero. A study carried out shows that more than \$100 bn is required to address the problem of infrastructure deficit in Nigeria (Adesina *et al.*, 2021).

Lack of stable power/electricity

Electricity supply has been a major problem in Nigeria, and efforts at reviving this important sector have been a mirage. Nigeria generates over 10000 MW of electricity, but only between 2500 MW and 3500 MW are made available for use for a population of over 206000. This is fallacious compared to South Africa which is the second-largest economy in Africa. South Africa generates 50,000 MW for a population of about 54m. Statistics show that less than 40% of the Nigerian populace has access to electricity compared to over 75% in South Africa (ISD, n.d.; Nigerian Electricity Regulatory Commission [NERC], n.d.).

From a historical perspective, the efforts to provide an effective and stable electricity supply in Nigeria started in 1956, when the government established the Electrical Corporation of Nigeria (ECN). The corporation ensures the generation of electricity via the various electricity generators located in major towns and cities in Nigeria. To complement the ECN activities, the Niger Dams Authority (NDA) was established in 1962 to provide hydroelectricity across the country. The two establishments were merged and renamed, Nigerian Electricity Power Authority (NEPA). Consequent to the power sector reforms in 2005, NEPA was unbundled and renamed the Power Holding Company of Nigeria (PHCN) (Premium Times Newspaper, 2021).

The challenges in the transmission and distribution subsection have made it difficult to evacuate the available generation capacity through the grid. The deficit of infrastructure across the value chain of the power sector constitutes a major barrier to electricity supply in the country. From generation to transmission and distribution value chain, the power sector is in dire need of more modern infrastructure and upgrading of the existing ones to meet the energy needs of the country (Asaju *et al.*, 2013).

The Nigerian Senate has recently approved the Electricity Bill 2022. The Bill when passed into law by the Chief Executive will allow states and individual persons and firms to generate and distribute electricity. The Bill as proposed also gives legal backing to assessing renewable energy. Individuals can now generate 1 MW of electricity using solar energy sources (Salau, 2022). The Bill if rightly implemented will increase the population's access to

electricity. However, this requires the political will of the government, especially in providing a conducive environment for its implementation.

Lack of sound health facilities in Nigeria

The Nigerian Senate has recently approved the Electricity Bill 2022. The Bill when passed into law by the Chief Executive will allow states and individual persons and firms to generate and distribute electricity. The Bill as proposed also gives legal backing to assessing renewable energy. Individuals can now generate 1 MW of electricity using solar energy sources (Salau, 2022). The Bill if rightly implemented will increase the population's access to electricity. But this requires the political will of the government, especially in providing a conducive environment for its implementation.

The Nigerian health sector was adjudged to be one of the worst in the world. One of the major reasons for this is the decay in infrastructure in the sector. From a historical perspective, the health sector in Nigeria in terms of infrastructure was modest from the 1960s to the 1980s. As of this period, the available infrastructure was relatively adequate to keep service above average. Also, during this period, the country's health sector was able to relatively compete with that of other African countries and developing nations. At that time, the University College Hospital (UCH), Ibadan was rated the best in Africa and other Commonwealth countries. The same can be said of Lagos University Teaching Hospital (LUTH), Idi-Araba, Lagos, and University Teaching Hospital (UNTH), Nsukka.

For the past two to three decades, the health sector has collapsed as a result of total neglect by the government. Today, the health sector has completely collapsed and the rate of medical tourism is very alarming. Over \$1.2 bn is lost yearly to medical tourism in Nigeria (Muanya, 2021b). Also, for the past three decades, the expenditure on the health sector has been only 5% of the GDP. The federal government still allocates less than 8% of its annual budget to the health sector (USAID, n.d.). This is too low compared to developed countries which devote 30% of the budget to health care delivery (United Nations, 2020a).

Some of the implications of the above abnormalities include the collapse of health infrastructure, inadequate professional and experienced manpower, inadequate quality drugs, brain drain, medical tourism, and capital flight, among others. Those who cannot afford the cost of medical tourism patronize private hospitals or succumb to fate by patronizing dilapidated government healthcare centres and hospitals (Asaju, 2015).

No wonder, the country's health indicators are some of the worst in the world. Malaria fever, which has been eradicated in most developed countries, remains the top cause of child and even adult illness and death in Nigeria. The country still has the highest burden of malaria globally.

Maternal and child health constitute one of Nigeria's most critical development challenges. The country has the second largest number of people living with human immunodeficiency virus (HIV) and acquired immunodeficiency syndrome (AIDS) globally, and it accounts for 9% of the global HIV burdens (USAID, 2021). These health indicators show the poor state of health with great implications for the life expectancy of the populace in Nigeria. The life expectancy rate is also very low in Nigeria. Life expectancy in Nigeria is 54 years compared to countries such as the United States (US) and the United Kingdom (UK) with about 98 and 97 years, respectively (Muanya, 2021a; United Nations, 2020b).

High rate of unemployment

Also, related to the above some of the challenges that hinder Nigeria's public service contribute meaningfully to national development. Is the high rate of unemployment in the country. Statistics indicate that about 40% of the populace is under-employed or unemployed (Trading Economics, 2021). This scenario could be attributed to the low coverage of the scheme. The implication is that the majority of Nigerians are excluded from enjoying the benefits of the scheme. The poverty situation in Nigeria further aggravates the situation as the majority of Nigerians (70%) are below the poverty level and might not be able to afford the high cost of accessing effective healthcare services (Vanguard Newspaper, 2022). Thus, it is pertinent to say that the NHIS has been a failure because the majority of the populace has no access to quality healthcare services.

Corruption acts by some of our leaders

Although the spoil system has long been abolished in America and other countries including Nigeria, it is still invariably indirectly practiced in Nigeria, especially in recruitment and appointments into executive positions in public institutions in the country without recourse to merit. Consequently, the people so appointed into the public bureaucracy will ordinarily be loyal to the person that appointed them and by extension, their political godfather, rather than being loyal to the institution and the state they serve. This is not good as it contradicts the ideal principles of bureaucracy as advocated by Weber. It negates the principle of political neutrality, anonymity, the security of tenure, and professionalism among others. It also negates discipline, honesty, loyalty, unity of purpose, and hard work bequeathed to a good public bureaucracy. Under such circumstances, achieving efficiency and effectiveness in the Nigerian bureaucracy will be counterproductive no matter the rules and regulations and institutional reforms put in place (Asaju and Adagba, 2011).

As nothing almost always gets done after individuals,

agencies, and corporations are indicted by either the House of Representatives or the Senate, the billions spent yearly on either public hearings and oversight functions have turned out to be mere drains on national resources. Below are just a few of the scandals the National Assembly may not resolve before the end of the 7th Assembly.

1. **The Maina Pension Scam:** There was a probe into pension funds that affected about 141,790 pensioners. Abdurashheed Maina, the Chairman of the Pension Reform Task Team, was accused of looting N195 billion. The Senate set up a committee to investigate the matter. During the investigation, Mr. Maina alleged that Aloysius Etuk, representing Akwa Ibom State, demanded 100,000 dollars from him as a bribe. A former director of pension in the office of the Head of Service of the Federation, Sani Shuaibu Teidi, who was prosecuted along with 31 others, also alleged that Mr. Etuk and other members of the committee collected a bribe of N3 billion from him. Although the Senate seemed furious about the allegation, it did not take decisive steps to investigate. The National Assembly also did not push the executive hard enough to implement its report on the pension scam and punish offenders.
2. **Kerosene subsidy scam:** The kerosene scam is considered monumental fraud by the average Nigerian. Kerosene, which is supposed to be sold for N50 to consumers, sells for between N100 and N120 per liter. Many years after a presidential directive ended subsidy for kerosine, the NNPC claimed it had continued to subsidize the product.
3. **Police Pension Fund Fraud:** Five people, including FA Ormer Director of Police Pension Fund, Esai Dangabar, were accused of misusing N32.8 billion from the Police Pension Fund. Mr. Dangabar accused some committee members of the Senate of benefiting from the loot. The Senate denied the allegation without ordering an investigation. The world may never know whether the Senate Joint Committee on Establishment and Public Service Matter, and State and Local Government Affairs indeed took bribes from the pension thieves.
4. **Stella Oduah:** Before her removal as Aviation Minister, Stella Oduah was embroiled in an N255 million armoured car scandal. She was accused of abusing her office by compelling an agency under her ministry to buy her expensive cars. The House of Representatives has so far failed to release a detailed report of its investigation into the matter. Although Ms. Oduah was later dropped as a minister, other officials involved in the matter remained untouched to date.

CONCLUSION AND RECOMMENDATIONS

The study concluded that public service through its

activities and functions is the fundamental vehicle that steers national development. However, public service in Nigeria is been bedeviled by challenges such as politicization of public service, frequent interference by the political class level, lack of understanding of the importance of staff training and development, national cake mentality, crimes, and insecurity affecting the country to achieve national development. It is in light of the foregoing; the following recommendations were proffered.

1. There is a need for the adoption of information and communication technology (ICT) in service delivery to the members of the public. The world is a global village and there is no way Nigerian Public Service can achieve national development without the application of modern technology in service delivery.
2. There is a need for reorientation and more education on the importance of training and retraining of public servants without the knowledge and skills of the public servants, we cannot achieve national development in this manner. In addition, most of the Nigerian civil servants in critical sectors of the economy should be sent for training outside the country. Above all training should not be seen as a waste of government resources.
3. There is also the need to change our mentality both the public servants and citizens, on the way we take the activities of government as not our own, we cannot achieve national development with such an attitude. It is a clarion call for service to our nation.
4. The factors responsible for the increasing volume of crimes and insecurity in Nigeria should be stopped. Government should take steps urgently to reorient Nigerians on the need to be patriotic, sincere, hardworking, and committed to the goal of national development.

CONFLICT OF INTEREST

The authors declare that they have no conflict of interest.

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