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Reforming the Nigerian Civil Service: Embracing "Oruobodo" for Effective Governance

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Abstract

This critical review is determined to make available a thorough analysis of the civil service reforms implemented in Nigeria and assessing their implications in governance. This study seeks to ascertain the strengths, weaknesses, opportunities, and threats (SWOT) associated with various reforms using secondary source of data. Two theories were used to form theoretical frameworks which provided a comprehensive understanding of the Nigerian civil service reforms and their implications in governance: the Institutional Theory and the Governance Theory. Findings reveals that poor application of the federal character principle, corruption, overstaffing, poorly incentivized workforce, poor infrastructure and lack of accountability in the Nigerian Civil Service persist since past six decades. Furthermore, the mind set of viewing civil service as Oru Bekee (government work) has a negative effect in the activities and performance of an average civil servant. To this end, the paper suggests that there is need for government to adopt a multi-faceted approaches like engaging with stakeholders such as; civil society organizations and the organized private sector. Secondly, increase the investment in human capital development to ensure that they possess the requisite skills and knowledge to perform their duties effectively with the help of cutting edge

technology and state of arts equipment that reduces human interface to curb unethical practices. Finally, prioritize implementation of policies and employing mechanisms that promote transparency and accountability which likely will change the mind set of workers by accepting his or her duty as community service (Oru Obodo) and not government service (Oru Bekee).

***Keywords**: politicization, bureaucracy, effectiveness, civil service, reforms, governance, concept of Oru Bekee (government work), Oru Obodo (community service)*

Introduction:

This body of work centers on an examination of Nigerian civil service reforms and implications on governance, particularly in an (Artificial Intelligence) AI-driven society. The civil service has been a significant player in the development of Nigeria. It is the engine room and the main institution that supports the achievements of political leaders in carrying out their obligations to the citizens. For Nigeria to be fully developed, the civil service is expected to continue to perform this function diligently, but it appears that the intended role is being threatened. This work, therefore, attempts to look critically at the civil service, particularly its basic values, which if misguided or neglected would have dire consequences on society. An attempt will also be made to examine the civil service reforms and how some steps could be taken to address the challenges facing the civil service.

In any democracy, there is usually the tendency for change, as authority shifts from one political party to another. There is usually no guarantee that conditions, personal motivations, and intent would be the same as they were before the takeover. Changes to government institutions, policy, and administration are anticipated and in most cases actualized. The idea of political change, whether violent or peaceful, makes a society prone to inherent discord and tension between competing ethnic groups, social classes, various strata of society, prevailing between perceived "winners" and "losers" in the political game.

This development, which invariably poses a challenge to the developing country, is normally perceived as a progressive state of affairs by the advanced democracies. However, in Nigeria where no real democracy has emerged, regardless of over ten attempts, changes in the ruling political elite have normally resulted in the abolition, dissolution, death, or degradation of some institutions. Therefore, in recent decades, there has been growing interest in democratic governance. The emergence of an AI-driven society, as the idea is at its infancy, presents both new opportunities and challenges for governance systems throughout the world, particularly Nigeria.

Statement of Problem

Despite several rounds of civil service reforms implemented in Nigeria over the past decades, there remain significant challenges and gaps in the effective functioning of the civil service and its impact on governance. The existing literature provides limited comprehensive assessments of the reforms' effectiveness in achieving their stated objectives, as well as the extent of their impact on governance outcomes. Furthermore, there is a need to critically examine the implementation strategies employed in these reforms and their implications for service delivery, transparency, accountability, and **citizen engagement**. This study aims to address these gaps by conducting a critical review of Nigeria civil service reforms, analyzing their objectives, and the outcomes achieved, this study seeks to identify the strengths, weaknesses, opportunities, and threats (SWOT) associated with the Nigerian civil service reforms. The findings can contribute to informed decision-making and policy formulation, facilitating the development of strategies that will address the existing challenges and lead to a more efficient, accountable, and responsive civil service in Nigeria.

Literature review

Nature and scope of Civil Service reforms

Osagie, J. E. (2018) explored the nature, scope, and challenges of public service reform in Nigeria. It likely provides an overview of the reform initiatives, discusses their objectives and scope, and addresses the challenges faced in implementing the reforms.

Ayinde, K. A. (2019) critically reviews the nature and scope of public service reforms in Nigeria. It likely examines the objectives, strategies, and extent of the reforms implemented in the

Nigerian public service and provides a critical assessment of their impact and outcomes.

Lawal, B. A. (2019) discussed the scope, challenges, and opportunities associated with public service reforms in Nigeria. It likely explores the extent and breadth of the reforms, addresses the challenges encountered during implementation, and identifies potential opportunities for improvement.

Ahmed, T. (2016) examined the scope, constraints, and implications of public service reforms in Nigeria. It likely explores the objectives and extent of the reforms, discusses the constraints and challenges faced during implementation, and considers the implications for development in Nigeria.

Adesina, A. A. (2018) focused on the scope and nature of public service reforms in Nigeria. It likely discusses the objectives and extent of the reforms implemented, examines their impact on governance and service delivery, and explores the implications for the Nigerian public service.

Oyeniyi, T. A., and Popoola, A. R. (2017) discussed the scope, implementation, and challenges of public service reforms in Nigeria. It likely examines the objectives and extent of the reforms, discusses their implementation strategies, and addresses the challenges encountered during the reform process.

Objectives and goals of Civil Service reforms

Uzochukwu, J. (2018) analyzes the objectives, implementation, and challenges of civil service reforms in Nigeria. It likely explores the stated objectives of the reforms, examines how they were implemented, and discusses the challenges encountered in achieving the desired outcomes.

Ajayi, O. O. (2016) on other hand focuses on the impact of civil service reforms on the performance of public servants in Nigeria. It likely discusses the objectives of the reforms and examines their influence on the behavior, motivation, and productivity of public servants.

Ajayi, S. I. (2015) discusses the goals, challenges, and opportunities associated with civil service reforms in Nigeria. It likely examines the objectives of the reforms, identifies the challenges faced in achieving those goals, and explores opportunities for improving the effectiveness of the civil service.

Ibrahim, A. A. (2014) as well examines the objectives and strategies of civil service reforms in Nigeria, focusing on the challenges and prospects associated with their implementation. It likely explores the stated objectives of the reforms, discusses the strategies employed, and addresses the challenges encountered in achieving the desired outcomes.

Idris, A. M., and Abdullahi, U. (2017) looks into the goals, objectives, and challenges of public service reforms in Nigeria. It likely analyzes the stated goals and objectives of the reforms and discusses the challenges faced in achieving them.

Ujah, P. O. (2015) work focuses on the objectives of civil service reforms in Nigeria and their implications for service delivery. It likely explores the stated objectives of the reforms and discusses how they influence the quality, efficiency, and effectiveness of public service delivery.

Civil Service Reforms implementation strategies and its attendant Challenges

Oladapo, S. A. (2014) article focuses on the implementation strategies of public service reforms in Nigeria. It likely explores various strategies employed to implement reforms in the Nigerian public service and discusses their effectiveness in achieving the desired outcomes.

Ademiluyi, I. A., and Salimonu, A. S. (2015) evaluated the effectiveness of public service reforms in Nigeria. It likely assesses the outcomes and impacts of the reforms and examines the factors that influence their effectiveness in improving service delivery and governance in Nigeria.

Ololube, N. P. (2012) focuses on the impact of public sector reforms on service delivery in Nigeria, specifically in the education and health sectors. It likely examines the strategies employed in these sectors and discusses the lessons learned from the reform efforts.

Ofoegbu, F. I., and Amaechina, E. C. (2016) compares administrative reforms in Nigeria and their impact on public service delivery. It likely examines the strategies used in different administrative reform initiatives and assesses their effectiveness in enhancing service delivery in Nigeria.

Okpala, C. O., and Ajike, E. O. (2014) work explored the relationship between reforms and service delivery in the Nigerian public sector. It likely examines the strategies employed in

reform efforts and discusses their impact on service delivery outcomes.

Olayiwola, S. J., and Okunola, P. O. (2015) focused on civil service reforms and their impact on service delivery in Nigeria. It likely analyzes the implementation strategies of civil service reforms and evaluates their effectiveness in improving service delivery outcomes.

Okafor, L. O., and Agbaeze, E. K. (2017) also evaluated the impact of bureaucratic reforms, specifically the Federal Civil Service Reforms, on service delivery in Nigeria. It likely assesses the implementation strategies of these reforms and examines their effectiveness in improving service delivery outcomes.

Onyishi, A. N. and Okoli, F. C. (2014) explored the relationship between public service reforms and quality service delivery in Nigeria. It likely examines the implementation strategies of the reforms and evaluates their effectiveness in enhancing the quality of public services.

Evaluation of the effectiveness of reforms

Adebayo, A. and Salami, M. (2014). This article focuses on evaluating the effectiveness of public sector reforms with a specific case study of the Nigerian Customs Service. It likely examines the reforms implemented in the customs service and assesses their impact on service delivery and performance.

Ayeni, O., and Adejumo, A. (2016). This study specifically evaluates the effectiveness of civil service reforms in Ondo State, Nigeria, with a focus on the Civil Service Commission. It may analyze the impact of the reforms on efficiency, transparency, accountability, and overall governance in the state civil service.

Okereke, C. O., and Ekechukwu, C. R. (2019). This article examines the effectiveness of public sector reforms in Nigeria, specifically focusing on selected agencies in Enugu State. It likely investigates the outcomes and impacts of the reforms implemented in these agencies and their implications for governance.

Amaraegbu, C. O., and Dike, M. I. (2017).This study evaluates the impact of public service reforms on public service delivery in Nigeria. It may assess the effectiveness of the reforms in improving the quality, accessibility, and responsiveness of public services in the country.

Ayodele, T. A., and Adesina, Y. A. (2019.This article focuses on a comparative analysis of public sector reforms in Ekiti and Osun States in Nigeria. It likely compares the reforms implemented in these states, evaluates their effectiveness, and examines the factors that contributed to their varying outcomes.

Onu, C. N. (2019.This study evaluates the effectiveness of civil service reforms in Ebonyi State, Nigeria, specifically examining selected ministries. It may assess the impact of the reforms on the ministries' performance, efficiency, and service delivery.

Ugbomhe, O. O., and Akpor-Robaro, M. O. (2016). This article focuses on evaluating public sector reforms in Nigeria, with a specific focus on the Nigerian Police Force. It likely assesses the effectiveness of the reforms in enhancing police service delivery, accountability, and effectiveness.

Odeyemi, F. A., and Okoli, A. C. (2018). This study evaluates the civil service reforms implemented in selected ministries in Ondo State, Nigeria. It may analyze the effectiveness of the reforms in improving administrative processes, reducing corruption, and enhancing service delivery in the ministries.

Concept of Governance, effectiveness and efficiency

Olowu, D. (1998) provided a comprehensive analysis of governance in Africa, including Nigeria. The author explores the challenges faced by the civil service in promoting good governance and highlights the need for institutional reforms to address corruption, political interference, and bureaucratic inefficiency.

Oronsaye, S. E. (2004) focused on the challenges facing the Nigerian civil service and its implications for governance. Oronsaye discusses issues such as corruption, weak capacity, and political interference, and proposes strategies for enhancing the effectiveness of the civil service in promoting good governance.

Adejuwon, K. D. (2007) paper examined the relationship between the civil service and good governance in Nigeria. Adejuwon discussed the importance of an efficient and accountable civil service in promoting good governance and identifies the need for reforms to address corruption, capacity gaps, and political interference.

Jega, A. M. (2008) article explored the role of the civil service in democratic governance in Nigeria. Jega discusses the challenges faced by the civil service, including corruption and lack of professionalism, and emphasizes the need for reforms to strengthen accountability, transparency, and citizen participation.

Salisu, M. (2013) analyzes the challenges of public administration reforms, including civil service reforms, in Nigeria. Salisu discusses the impact of corruption, inadequate implementation, and bureaucratic inertia on the success of the reforms and proposes strategies for overcoming these challenges.

Mohammed, M. (2015) examined the prospects and challenges of civil service reforms in Nigeria's democratic governance. Mohammed explores the impact of the reforms on transparency, accountability, and service delivery, highlighting the need for sustained commitment and effective implementation to achieve the desired outcomes.

Adebanwi, W., and Obadare, E. (2017) book explored the challenges of governance in Nigeria, including issues related to the civil service. The authors discuss the impact of corruption, political interference, and lack of accountability on governance, and propose strategies for strengthening public accountability.

Olaopa, T. O. (2019) provided a historical analysis of public administration in Nigeria, including the civil service. Olaopa examines the challenges faced by the civil service, the impact of reforms, and the way forward for improving governance through a reformed civil service system.

Kaufmann, D., Kraay, A., and Mastruzzi, M. (2011) paper provided an overview of the Worldwide Governance Indicators (WGI) developed by the World Bank, which measures governance effectiveness and efficiency. It discusses the methodology and analytical issues in assessing governance performance globally.

Grindle, M. S., and Thomas, J. W. (1991) book explored the political economy of reform in developing countries, analyzing the factors that influence governance effectiveness and efficiency. It provides insights into the challenges and strategies for achieving effective governance.

Andrews, M. (2013) book examined the limits and challenges of institutional reform for governance

effectiveness. It highlights the importance of understanding local contexts and the need for realistic solutions that go beyond formal institutional changes.

Hood, C. (1995) article discussed the concept of the "New Public Management" (NPM) and its influence on governance effectiveness and efficiency. It explores the principles and practices of NPM and their impact on public sector performance.

Peters, B. G. (2018) provided an overview of comparative public administration and governance, examining the political dynamics that shape bureaucracy and influence governance effectiveness. It explores various approaches and theories related to governance efficiency.

La Porta, R., Lopez-de-Silanes, F., and Shleifer, A. (1999) termed as an influential paper analyzed the impact of governance quality on economic outcomes. It explores indicators of governance effectiveness and efficiency, such as corruption, rule of law, and bureaucratic quality.

Rothstein, B., and Teorell, J. (2008) article presented a theory of impartial government institutions and explores the concept of quality of government. It examines the dimensions and indicators of governance effectiveness and efficiency.

Transparency and accountability

Schedler, A. (1999). In A. Schedler, L. Diamond, and M. F. Plattner (Eds.), discussed the conceptualization of accountability and its role in governance effectiveness. It explores different dimensions of accountability and its relationship to governance outcomes.

Public service delivery

Public service delivery refers to the provision of services by government agencies and institutions to meet the needs and demands of citizens. It plays a crucial role in governance, as it directly affects the quality of life, well-being, and satisfaction of the public. The following review provides an overview of the literature on public service delivery, highlighting key themes, challenges, and strategies:

Klijn, E. H., and Teisman, G. R. (2003). This article examined the barriers and challenges to public-private partnerships (PPP) in the context of public service delivery. It explores the institutional and strategic factors that impact the effectiveness and efficiency of collaborative arrangements between the public and private sectors.

Osborne, S. P. (2010) book explored the concept of "new public governance" and its implications for public service delivery. It discusses the shift from traditional bureaucratic models to more collaborative, networked approaches in governance and the impact on service provision.

Pollitt, C., and Bouckaert, G. (2017) work refered as a comprehensive book provided a comparative analysis of public management reforms across different countries. It discusses various reform strategies, including performance management, decentralization, and citizen engagement, and their impact on public service delivery.

Nigam, A., and Trehan, M. (2011) paper focused on challenges and strategies for enhancing public service delivery. It discusses issues such as citizen expectations, accountability, capacity building, and the role of technology in improving service delivery outcomes.

Andrews, M., Pritchett, L., and Woolcock, M. (2017). This is also refered as an influential book explored the concept of "state capability" and its role in effective public service delivery. It emphasizes the importance of problem-driven iterative adaptation and local context in building the capacity of public institutions to deliver services.

Grindle, M. S. (2007) work critically examined the concept of "good enough governance" and its implications for public service delivery. It emphasizes the need for context-specific approaches that address the unique challenges and constraints faced in different governance contexts.

Chaudhury, N., et al (2006) investigated the issue of absenteeism among teachers and health workers in developing countries and its impact on service delivery. It highlights the importance of addressing personnel-related challenges to ensure effective delivery of public services.

Van Ryzin, G. G. (2012) discussed the importance of street-level research in understanding public service delivery. It emphasizes the need to engage with frontline service providers and citizens to gain insights into service quality, access, and responsiveness.

Gap in Literatures

This paper have painstakingly reviewed extant literatures in the subject matter and discovered that available literatures from different authors have not considered the strength, weakness, opportunity and threats (SWOT)

review of civil service reforms and as well are silent on the psychological reform of the workforce that view civil service as “Oru Bekee” (government work) which was inherited from colonial civil service instead of “Oru Obodo” ("community work" or "community service.") The concept of "Oru Obodo" in Nigeria refers to a community self-help initiative aimed at fostering communal development and addressing local challenges through collective effort. "Oru Obodo" is an Igbo phrase that translates to "community work" or "community service." In Nigerian communities, "Oru Obodo" typically involves individuals coming together **voluntarily** to contribute their **time, resources, and skills** for the betterment of their community. All other reforms before now focused on institutional reforms and strategies geared towards making the system effective without proper mindset re-engineering of the Nation’s workforce to accept the work as something that will benefit everybody involved.

Theoretical Framework:

This study utilizes two theoretical frameworks to provide a comprehensive understanding of the Nigerian civil service reforms and their implications in governance: the Institutional theory and the Governance theory.

Institutional theory:

John W. Meyer, a sociologist, has played a key role in advancing the institutional theory. Along with his colleague, Brian Rowan, he introduced the concept of "institutionalized organizations" and developed the idea of isomorphism, which refers to the process by which organizations adopt similar structures and practices due to institutional pressures. Meyer's work has helped to understand how institutional factors shape organizational behavior and structure.

Paul J. DiMaggio, also a sociologist, has made notable contributions to the institutional theory. He is known for his influential article with Walter W. Powell, titled "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields," which explores the mechanisms of institutional isomorphism and the influence of formal and informal rules on organizations. DiMaggio's work has helped to shed light on the mechanisms through which organizations conform to institutional pressures. The Institutional Theory provides insights into the formal and informal rules,

norms, and practices that shape the behavior of organizations and institutions. In the context of civil service reforms, this theory helps to understand how institutional factors influence the design, implementation, and outcomes of the reforms. (Meyer, J. W., & Rowan, B. 1977)

Tenets of Institutional theory

a) Isomorphism: Institutional theory highlights the concept of isomorphism, which refers to the pressure on organizations to conform to established institutional norms and practices. In the case of civil service reforms, isomorphic pressures from international organizations, donor agencies, and public expectations can shape the nature and extent of the reforms undertaken. (DiMaggio, P. J., and Powell, W. W. 1983)

b) Decoupling: The theory also emphasizes decoupling, which refers to a situation where formal changes in an organization's structure and processes do not necessarily translate into substantive changes in behavior or outcomes. Decoupling can occur when there is a gap between the espoused reforms and their actual implementation within the civil service.

Governance theory: It is important to note that governance theory is a multidisciplinary field, and scholars from various disciplines, including political science, public administration, sociology, and economics, have contributed to its development. The work of these scholars, along with many others, has shaped the theoretical foundations and understanding of governance.

Elinor Ostrom, an American political scientist, made significant contributions to the field of governance through her work on the commons and collective action. Her research challenged the conventional understanding of governance as being solely hierarchical or market-based and emphasized the importance of self-governing systems and community participation in managing shared resources.

Mark Bevir, a British political scientist, has contributed to governance theory through his work on governance as a form of collaborative and networked governance. He explores the role of various actors and institutions in decision-making processes and highlights the importance of understanding governance as a complex and dynamic phenomenon.

Jon Pierre, a Swedish political scientist, has been influential in the field of governance through his research on

governance networks and the role of non-state actors in governance processes. He emphasizes the need for multi-level and multi-actor governance arrangements to address complex policy challenges.

Christopher Hood, a British political scientist, has made significant contributions to the study of governance, particularly in the area of new public management. He explores the shifting role of the state and the adoption of market-oriented approaches in public governance.

Governance theory focuses on the processes, structures, and relationships through which authority and decision-making occur in society. It provides insights into the dynamics between government, civil service, and citizens, and how they interact to achieve effective governance. (Rhodes, R. A. W. 1996).

Tenets of Governance theory

a) Accountability: Governance theory highlights the importance of accountability in governance. It examines mechanisms and practices that ensure transparency, responsibility, and answerability within the civil service. This framework helps to evaluate the effectiveness of civil service reforms in promoting accountability and reducing corruption. (Pierre, J., and Peters, B. G. 2000)

b) Participation: The theory emphasizes the significance of citizen participation in governance. It explores the role of the civil service in facilitating citizen engagement, collaboration, and the inclusion of diverse perspectives in decision-making processes. This framework helps assess the extent to which civil service reforms have enhanced citizen participation and improved governance outcomes. (Pierre, J., and Peters, B. G. 2000)

Application of the Theories

By employing these theoretical frameworks, this study seeks to analyze the Nigerian civil service reforms from an institutional perspective, considering the influences of formal and informal rules and practices. It also explores governance dynamics, examining the accountability mechanisms and citizen participation facilitated by the civil service reforms. By doing so, the study aims to provide a comprehensive understanding of the reforms' implications in governance and identify strategies for improving the effectiveness and efficiency of the Nigerian civil service system in AI age.

Major Civil Service Reforms in Nigeria

Morgan salaries and wages commission (1963)

Strength

This Public Service Reforms (1963) was directed towards the review of salaries and wages of workers because of an unbearable high cost of living in the country.

Weakness

Because some of the commission's recommendations were turned down, and the implementation of the accepted ones did not achieve the intended goal the Civil Service continued to perform poorly.

Opportunity

The commission recommended a review of grading of officers and corresponding salary structure to take care of the discrepancies in various parts of the country on uniform salary grade level, conditions of service and uniform remuneration for officers performing the same duty in different parts of the country. It also recommended the award of a minimum living wage although; this was turned down by the government.

Threat

Regional divide was on the increase

The Adebo Commission (1971)

The Adebo Commission, officially known as the Adebo Public Service Review Commission, was established in Nigeria in 1971. The commission was named after its chairman, Justice Adebo, and its primary objective was to conduct a comprehensive review of the Nigerian civil service and make recommendations for its improvement.

The commission was appointed against the backdrop of several challenges facing the Nigerian civil service at the time, including issues of inefficiency, corruption, lack of discipline, and political interference. The Adebo Commission was tasked with examining these challenges and proposing reforms to enhance the effectiveness, professionalism, and efficiency of the civil service.

The commission's report, known as the Adebo Report, was submitted in 1974. The report highlighted numerous issues within the civil service and made various recommendations for reforms. Some key areas addressed in the report included recruitment and training, career progression, discipline, promotion, accountability, and political neutrality.

The Adebo Commission's recommendations served as a basis for subsequent civil service reforms in

Nigeria. The report's findings and proposals influenced the development of policies and initiatives aimed at addressing the identified challenges and improving the functioning of the civil service.

The Adebo Commission's work and its report were significant in shaping the trajectory of civil service reforms in Nigeria and initiating efforts to strengthen the Nigerian civil service. However, it is important to note that the effectiveness and full implementation of the commission's recommendations varied over time, and subsequent reforms continued to address ongoing challenges within the civil service.

Strength

The commission studied and reformed the Civil Service. Reviewed salaries and wages of workers, established public service commission

Weakness

Post-civil war infractions and no emphasis on changing the workers attitude to work.

Opportunity

Recommended that a public service commission should be put in place to take up the responsibility of effectively reviewing the salaries and wages.

Threat

Lack of transparency in executing the 3R (Reconciliation, Reconstruction and Rehabilitation)

Udoji Commission of 1974

The Udoji Public Service Review Commission of 1974 during Gowon's regime, overhauled the entire public service. The basic reason for setting up the Udoji Commission was to ensure the development and optimum utilization of manpower for efficiency and effectiveness in the service. The review commission was tasked to examine the organization, structure and management of the public service; investigate and evaluate methods of recruitment and conditions of employment; examine all legislation relating to pension, as regarding all post; establish scale of salaries corresponding to each grade as a result of job evaluation, etc.

Strength

The Udoji Commission was established at a time when Nigeria was experiencing rapid growth in its public sector workforce and facing challenges of inefficiency, corruption, and lack of productivity. The commission was tasked with examining the structure, functions, remuneration, and overall

performance of the public service and recommending measures to enhance its efficiency, effectiveness, and accountability. The commission's report, commonly referred to as the Udoji Report, was submitted in 1975. The report identified various issues within the public service and put forth recommendations for reform. It addressed areas such as salary structure, employment conditions, merit-based recruitment and promotion, performance evaluation, and training and development.

Weaknesses

It is important to note that while the Udoji Commission's recommendations were implemented to some extent, full implementation and sustained impact varied over time, as subsequent governments and reforms introduced additional changes and challenges emerged within the public service. Nonetheless, the Udoji Commission's work played a crucial role in shaping the trajectory of public service reforms in Nigeria during the 1970s and beyond. No emphasis on changing the workers attitude to work

Opportunities

The Udoji Commission's recommendations had a significant impact on public service reforms in Nigeria. The report's proposals influenced subsequent policies and initiatives aimed at improving the public service's performance and responsiveness to the needs of the country. The Udoji Report also emphasized the need for meritocracy, fair remuneration, and performance-based incentives to motivate and retain skilled personnel within the public service. The commission made a number of recommendations that led to the adoption of a “New Style Public Service based on Project Management, management by objective (MBO) and Planning Programming and Budgeting System (PPBS)”.

Threats

The Commission opined that the absence of these modern management techniques greatly hindered the ability of the Civil Service workers to achieve desired results. Secondly, the surge in oil price in the global market led to less emphasis on Agriculture and other sectors in Nigeria. Many desired to join government agencies to share from “National cake”

Dotun Philips Civil Service Reform Commission 1988

Still trying hard to re-engineer the Nigeria Civil Service for effective service delivery, the Dotun Philips

Civil Service Reform Commission of 1988 was set up by the Babangida regime, under the chairmanship of Dotun Philips.

Strength

But before the reform the permanent secretary was the accounting officer of the ministry and ministers who are political appointee the chief executive officer

Weakness

This reform did more harm than good as it encouraged corrupt practices in the state bureaucracy

Opportunities. The highlights of the reform were that, the minister was made both the chief executive and the accounting officer of his ministry

The Commission was set to study the structure, staffing and operations of the federal Civil Service.

Threats

But before the reform the permanent secretary was the accounting officer of the ministry. The permanent secretary's appointment was made political as its duration/tenure was left for the pleasure of the president or governor by making their position non-permanent any longer. They were meant to retire with the president or governor. The permanent secretary had a choice whether or not to accept the post. The review commission professionalized the Civil Service, because every officer whether a specialist or generalist made his career entirely in the ministry or department of his choice. Each ministry was made to undertake the appointment, discipline and promotions of its staff and the ministries of finance and national planning were merged etc.

Conclusion and Discussion

Since attaining independence in 1960, Nigeria has implemented a number of civil service reforms with the aim of enhancing the effectiveness of its public administration (Alex, 2001; Anazodo et al., 2012). Ogunrotifa, (2012); Inuwa, (2013) prescribed measures addressing various challenges like poor application of the federal character principle, corruption, overstaffing, and lack of accountability in the Nigerian Civil Service. However, the Nigerian Civil Service still struggles with issues such as inadequate infrastructure, redundancy and undertrained personnel (Igbokwe, 2017).Tackling issues of corruption, overstaffing, and poor infrastructure, Nigeria can significantly improve the effectiveness of its Civil Service. Furthermore, it is critical to increase

the investment in human capital development of civil servants to ensure that they possess the requisite skills and knowledge to perform their duties effectively with the help of cutting edge technology and state of arts equipment that reduces human interface to curb unethical practices within the Civil Service which remain a major setback to reforms. The Nigerian government must prioritize the enforcement of ethical standards and codes of conduct. These reforms must also prioritize merit-based recruitment and promotion of civil servants. The chequrered history of civil service reforms in Nigeria since independence has continue to generate topical discussion in the field of academics. However, reforming the Nigerian Civil Service is critical to overcoming these challenges and creating an effective, and professional public administration system. Adopting a multi-faceted approaches like engaging with stakeholders such as; civil society organizations and the organized private sector shall definitely result to a healthy civil service in Nigeria. Additionally, implementation of policies and mechanisms that promote transparency and accountability within the Civil Service must be the priority of government which likely will change the mind set of an average worker by accepting his or her duty as a community service (oru obodo) and not government work (oru bekee).

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