JOURNAL OF POLITICAL DISCOURSE
ISSN Print: 2992-2763 – ISSN Online: 2992-4618 | Vol. 2, Issue 1, No. 1 / March 2024
https://www.jopd.com.ng

THE STEVE ORONSAYE'S REPORT AND THE VIABILITY OF EFFECTIVE PUBLIC SERVICE REFORM IN NIGERIA.

Temitope Emmanuel ABIODUN
Department of Political Science
Sikiru Adetona College of Education, Science and Technology,
Omu-Ajose, Ogun State.
emmanuelhope2065@gmail.com
+2348038284612.
&
Abdullahi Abiodun OYEKANMI
Department of Political Science
Tai Solarin University of Education
Ijagun, Ogun State.
oyekanmiaa@tasued.edu.ng
+2347062191517.
&
Raphael Iseoluwa OLAYINKA
Department of Political Science
Tai Solarin University of Education
Ijagun, Ogun State.
olayinkaiseoluwa@gmail.com
+2348130975038.

Ibrahim Adedayo OYEWOLE
Department of Political Science
Sikiru Adetona College of Education, Science and Technology,
Omu-Ajose, Ogun State.
oyewoleibrahim2@gmail.com
+2348101031056.

Abstract
Public service plays crucial roles in the operation of government across the globe from policies formulation to implementation. This makes it a pivotal part of governance. However, public service in Nigeria over the years have been bedeviled with rocky development which have affected the efficient and effective service delivery to the public. These necessitated efforts of governments to reform the service since 1960. The paper examined the effects of Steve Oronsaye reform committee's report on public service in Nigeria. Desk-top method with documentary was used and Klador-Hick's efficiency theory adopted as its theoretical framework. Mr. Steve Oransanye's report happened to be a landmark in the Nigerian public service but it was discovered that the report and the government White Paper recommendations are yet to be implemented due to lack of political will on the part of government, and the economic cum security implications on the country if implemented without putting necessary measures in place. As a way forward, the paper recommended a strong political will from the three arms of government to actualise the implementation of the report and needed palliative be made available for workers who will be affected by restructuring and rationalisation of the public service as recommended by the Oransaye reform committee.
Keywords: ministries, Nigeria, parastatal, public service, reform.

Introduction

More than ever, the public service is seen as an essential tool of contemporary administration world over. It is the apparatus the government uses to carry out its plans, policies, and programmes (Ijere & Ukwanda, 2020). Organisation (public or private) comes into existence to realise certain objectives and essentially undertakes some core activities toward the discharge of its mandate. To achieve better results, organisations embark on reforms from time to time. In developing countries such as Nigeria with an urgent and pressing need to bring about accelerated socio-economic

development, public service reforms have become imperative as public administration is only effective to the extent that it can respond swiftly and efficiently to the ever-changing demands from its environment (Partnership to Engage Reform and Learn, PERL, 2020). Public service reforms have primarily been driven by the quest to strengthen or enhance the capacity of public administration to achieve better service delivery.

To live a decent and productive life, one must have access to basic necessities including food, shelter, education, power and energy, health, and water supplies, but most importantly, peace and security (Obiorah & Nwekeaku, 2019). These are majorly provided for by government in the developing countries such as Nigeria through public service delivery from Ministries, Departments and Agencies/Parastatal (MDAs) established by government at cheaper rates.

The Nigerian public service has had a rocky history of development, which is one thing that has not changed since independence in 1960. Successive governments, therefore, have embarked on different public service reforms to ensure efficient and effective service delivery to the citizens. Some of which are Morgan Commission (1963), Elwood Grading Team (1966), Adebo Salaries and Wages Review Commision (1970), Udoji Commission (1972), Dotun Philips Commission (1988), Ayida Review Panel (1994), Servicom (2006), Pension Refrom (2008), Steve Oronsaye Reform Committee (2012) and Mallam Adamu Fika's Commission (2014) (Olaopa, 2009; Abiodun, 2014; Ake, 2015; Ene, 2022). The focus of this paper however, will be on the report of the Steve Oronsanye Reform Committee and its practicability for effective public service in Nigeria.

Conceptual Framework

Public Service

Public service has not been given to a definite definition as scholars in their different understanding have tried to give meaning to the concept. An underlining agreement is that public service are carried by government agencies who are required to provide necessary needs to the citizens in a given state. Onuoha (1993), puts Public Service as the employees of government who are responsible for the functioning of government through the implementation of government policies. To Adebayo (1981), Public service constitute the permanent officials of the various government departments that are responsible for the execution of government policies and programmes. It belongs to the executive arm of government. In the words of Oladejo and Oni (2016), Public service refers to government agencies which are the operational arm of government that includes ministries, departments, and agencies.

Olugbemi (1987) sees the public service as "the mill through which those acquired and vastly expanded responsibilities of the country's government(s) are processed" (Olugbemi, 1987 as cited in Omitola, 2012, p.23). From these definitions, it can be deduced that public service comprises both the civil service (ministries) and other agencies/parastatal (Public Corporations and departments) which include the Nigerian Railways Corporation (NPC), Central Bank of Nigeria (CBN), National Drug Law Enforcement Agency (NDLEA), Nigerian National Petroleum Corporation (NNPC), Universities, Polytechnics, Colleges of Education, the Armed Forces, Police and other para-military establishments such as the Correctional Services and Customs Services, the Federal Road Safety Commission (FRSC) and the Nigerian Immigration Service(NIS) among others.

The public service of any country, including Nigeria performs certain crucial functions. It provides a number of social services to the citizens of a country. Such services include transportation, communications, supply of water, roads, education, health, housing, power, public enterprises and other public utilities in the interests, of socio-economic justice (Obiorah & Nwekeaku, 2019). It also formulates and implements laws and policies of government. It equally undertake research for the purpose of collating data required for effective planning, advising political heads of government ministries, departments and agencies (MDAs) on policy ideas and alternatives, actively participate in the budgetary process, quasi-judicial functions such as administrative inquiries, public complaint commission (ombudsman), quasi-legislative function such as draft legislative bills, and set rules of conduct and stabilising the society by ensuring continuity in governance even when political regimes changes from time to time (Oladejo & Oni, 2016). MDAs in the public service are expected to meet the needs of the citizens promptly and adequately through efficient procedures (Oronsaye, 2010). This implies that the interaction between government and citizens are such that the needs of the citizens are met in a timely manner, thereby making the citizens key in public service delivery. The implication

here is that as the private sector considers its customer as 'king', thereby ensuring quality service delivery, the public should be regarded as the 'master' and beneficiary of enhanced performance of the public service (Aladegbola & Jaiyeola, 2016).

Public Service Reform

The word reform originated from a Latin word "*reformo"* which means the improvement or amendment of what is wrong, corrupt, or unsatisfactory. Reform according to the Oxford Advanced Learner's Dictionary (seventh edition) simply means to make changes in (something, especially an institution or practice) in order to improve it. Thus, Public service reform is referring to the administrative transformation of the public sector. It is concerned with taking action on administrative problems in the public service through institutional or administrative reforms. Public service reforms are aimed at improving the efficiency and productivity of the public service (Shafritz, Russell & Borick 2009).

Ovwasa (2004) defined public service reform as the artificial inducement of administrative; transformation against resistance. He further elaborated "that it is artificial because it is man-made and deliberately planned" (Ovwasa, 2004, p. 60). This means that 'it is not natural, accidental, or automatic'. This is so because 'it is induced and it involves persuasion, argument'. Although it is not always universally accepted as the obvious or true course, it is an irreversible process and is undertaken in the belief that the end result will be better than the status quo and therefore will be worth the effort to overcome resistance (Caiden, 1970; Ovwasa, 2004). It therefore implies that public service reforms involve not only administrative change, but also invariably organisational resistance. Quah (1981) postulated that public service reform is a deliberate attempt to change both the structure and procedure of public bureaucracy (that is the re-organisation of the institutional aspects). It also encompasses 'the attitude and behaviour of the public administrators involved (i.e. the attitudinal aspects) in order to promote organisational effectiveness for national development' (Shafritz, Russell & Borick, 2009, p.32).

Mosher (1965) opined that public service reform has four major objectives, these are; change in operation policies and programmes, improve administrative effectiveness. Others include improve personnel, particularly their performance, qualification, job satisfaction, and welfare; and respond to or anticipate criticism or threats from the environment' (Mosher 1965, p.15). Three main features of public service reforms, namely re-calibration of the role of the state, modernisation of public management to improve performance, and improving service delivery were explained by Adamolekun and Kiragu (2005). In all, public service reforms were meant to bring about positive changes in the structure and operation of government owned institutions- ministries, departments and agencies. However, the case of Nigeria remain peculiar as different reforms in the past are yet to bring about needed expectation of the citizens. The submission of the former head of the Nigerian civil service, Mr Stephen Oronsaye attested to this when he describe the public service in Nigeria as bridge between the government and the governed, stressing that an inefficient public service, therefore, constitutes a barrier between the government and the people (Obiorah & Nwekeaku, 2019)

Theoretical Framework

Different theories have been applied to discourse on public service, however, this paper is anchored on Kaldor-Hick efficiency theory (1967), also known as the improvement theory. This is an economic based theory that deals with the re-allocation of the resources in order to ensure improvement and efficient service delivery to the people. The theory came as a result of the gap left by Paereto optimality theory on the improvement.

The basic assumption of Kaldor-Hick efficiency theory is that changes usually makes some people better off and others worse off, but, those who are better off are more than those who are worse off with compensation for the latter. This is in-line with the argument of Nicollo Machiavelli where he opined that the end will justify the means. If the Prince meant well for the society, the means of attaining the position will be appreciated at the end.

A major criticism of Kaldor-Hicks efficiency theory is that it is unclear the yardstick to be used to measure the capacity to compensate the losers in the re-allocation of resources, or have moral or political significance as some decision criteria, if the compensation is not actually paid. Again,

motivation makes for efficiency than only reforming, this criticism came from the motivation theory of Maslow (1954). Public service will tend to perform better if workers are motivated by the government (Ake. 2015).

The criticisms notwithstanding, Klador-Hicks efficiency theory is relevant to this article as it captures the essence of actualizing an efficient and effective service delivery in government owned MDAs through different restructuring which forms the rationale for reforms in the service. No doubt, a lot are still needed to be done on the part of government to balance the differences in the gap that will exist between the retrenched workers and those that will retain if Oronsanye Committee's report will be successfully implemented in the Nigerian public service.

Historical overview of Nigerian Public Service

Historically, Nigerian public service origin can be traced to the colonial era and the development of capitalism in the country in the 19th century. Though, prior to the advent of colonialism, various ethnic groups that make up today's Nigeria, lived in clans and empires (Ogunrotifa, 2012). With their peculiar ways of administering themselves from the north to the southern part of the country. The development of capitalism that came as a result of industrial revolution in Europe imposed national limitations to its economic expansion later resorted to the search quest for new colonies for trade and investment, cheap source of raw material and mineral resources to feed its ever-increasing industries, as a way of strengthening it political and economic domination at home and oversea (Ozigi & Ocho 1981; Ogunrotifa, 2012).

Through the use of force, the British colonial power brought different ethnic communities and empires together under Lagos colony in 1861 before establishing direct rule, followed by the creation of public service in 1862 with the specific objectives- the survival of capitalism in colonial Nigeria, and the stability of colonial capitalist state structure (Ogundiya, 2007; Ogunrotifa. 2012; Ijere & Ukwandu, 2020). Hence, different hierarchical positions of Governor, Chief Magistrate, Colonial Secretary and Senior Military Officers, Offices of Private Secretary to the Governor, Auditor for Public Accounts, Chief Clerk, and Collector of Customs were established (El-rufai, 2011). These public bureaucracies were established as the essential ingredient, live-wire, and sine-quo-non for the consolidation of pre-colonial state structure in Nigeria. Between 1900 and 1914, different mergers were made by the British colonial power which culminated in the amalgamation of the Northern and Southern protectorates into the Nigeria protectorate with the respective services merged in 1914 and placed a centralised administration, with regional structure of public service in the country (Ogunrotifa, 2012). Lord Lugard specifically carried out this action with the hope that amalgamation of the two protectorates into a single entity would help to ameliorate the problem of surplus spending, and make effective colonial administration easier (Barkan & Gboyega, 2001).

The commencement of different bureaucracies by the colonial power, for instance, the construction of railway from Kano to Lagos, and the shortage of British personnel in Nigeria, made the colonial masters to think of using local/indigenous manpower. Thus, the training of the locals for the work at hand, introduction of western education in the southern region and full feudalization allowed in the north. Western education was restricted to the south because the colonial masters did not want to offend the northern emirs because of the germane roles of the later in the colonial rule (Abar, 2019). The real structure of the service as we now know it was put in place by Sir Hugh Clifford who succeeded Lord Lugard and was appointed Governor of Nigeria. He established a Central Secretariat in Lagos in 1921. In 1939 similar Secretariats were established in three provinces and were administered from Ibadan, Enugu and Kaduna (Ballad, 1971; Okeke, 2017).

From 1940 several colonial policies were made to continue the activities of public service in Nigeria with the inclusions of Nigerians in the administration of their country. This culminated in the Nigerianization of the public service at the inception of full-fledged federalism by sir Oliver Lyletton's constitution of in1954. No doubt, the Nigerian public service originated from the colonial era which was tailored after the British bureaucracies, however, the General Order, administrative structures and other rules for public service functioning introduced and bequeathed to Nigeria were alien to the peculiarity of the country and the people owing to our historical background. This, the British colonial masters saw before 1960 and brought about some major reforms before independence- Tudor-Davies commission in 1945, Hugh Foot commission in 1948, Gorsuch

commission in 1954, Lidbury commission in 1954 and Mbanefo commision in 1959 (Onyekwena, 2022).

Post-Independence Public Service Reforms in Nigeria

Since political independence in 1960, different governments from the civilian to the military have made frantic efforts to ensure better performance of the public service. Several reforms committees or commissions have been instituted as it will be shown in table 1 below. Though, some of the recommendations of these committees or commissions are yet to be fully implemented by government. This is the case of the Stephen Oronsanye's commission set-up by the administration of President Goodluck Jonathan on 18th April, 2011.

Table 1:Public service/Civil service Reform Commissions/Committees before 1999 in Nigeria

S/N	Commission/Committee	Date	Regime	Objective(s)	Recommendations
1.	Morgan Commission	1963	Tafawa Balewa/Nnamdi Azikiwe	to review the wages and salaries conditions of junior employyes in public and private sector.	A minimum wage in the country on a geographical basis.
2.	Elwood Grading Team	1966	Aguiyi Ironsi	determining appropriate grading and how to achieve universality in the salaries of employees who perform similar functions.	Job evaluation and other scientific methods be used to grade all positions in the public service. This should be performed before remunerations are apportioned to positions and functions
3.	Adebo Salaries and Wages Review Commission	1970	Yakubu Gowon	to review existing wages and salaries at all levels in the public service.	abolition of the daily paid worker system. It also recommended the use of scientific methods to analyse jobs and fix salaries
4.	Udoji Commission	1972	Yakubu Gowon	examining the organisation, structure and management of the public services	Salary increases to all categories of workers backdated and paid in arrears. The adoption and use of modern management techniques such as Management by Objectives; Programme, Performance, Budgeting System; and Project Management. Introduction of a Unified Grading Salary Structure from

					levels 01 to 17. The abolition of dual hierarchies in ministries and replacing them with a unified and integrated structure. Emphasise merit as a yardstick for the promotion of officers in the public service. Open reporting system for the performance appraisal of employees. Incorporation of a code of ethics in the oath for the public officers for discipline and guidance.
5.	Dotun Philips Committee	1988	Ibrahim Babangida	to make the service result orientated and efficient	Merging of administrative and political leadership by making the minister both the chief executive and accounting officer of the ministry Abrogation of the post of permanent secretary and replacing it with the political post of director-general, Professionalisation of the service, Promotion to be based on merit as defined by performance. The federal character and seniority were therefore de-emphasised as criteria for promotion'. The criteria for promotion were changed as follows: Annual performance: 50%; interview: 30%; additional qualification/examin

					ation: 15%; and seniority: 5%
6.	Longe Commission	1991	Ibrahim Babangida	To see to the civil service problems such as funding, salaries and condition of service.	General salaries rease byby 30%
7.	Ayida Review Panel	1994	Sani Abacha	To look into the recommendations of 1988 committee.	Ministries and extra-ministerial departments should be structured according to their objectives, functions, and sizes and not according to a uniform pattern as prescribed by the 1988 reforms. The pool system was restored for personnel in professional and sub-professional cadres that commonly exist in the ministries/extra-ministerial departments.

Source: Onyekwena (2022); Ijere & Ukwandu (2020); Udoji Commission (1974, p. 170)

At the inception of fourth republic in 1999, President Olusegun Obasanjo's administration haven inherited a problematic public service, made crucial administrative reforms to savage the situation. Part of these reforms was seen in the implementation of National Economic Empowerment and Development Strategy (NEEDs) (Public Service Review Commission, 2004; Ijere & Ukwandu, 2020). To change the way government carried out its works was the major objective of the public service reforms in this regime, this is to ensure efficient and effective service delivery to the public.

Monetisation of fringe benefits, pension reform, pay reform and SERVICOM were the major areas of reforms done by the administration (Ake, 2015; Ogunrotifa, 2012).

In 2007, a change in government brought President Umaru Yar'Adua into power. A national strategy for public service reforms was adopted to improve the performance of the public service. These reforms were in-line with the regime's seven-point agenda along with the attainment of Vision 20:20:20 goal set (Ijere & Ukwandu, 2020).

At the demise of President Yar'Adua in 2010, his vice, Dr. Goodluck Jonathan assumed office as the substantial president of the country. In 2011, Jonathan's administration set-up another reform committee headed by the former head of service, Mr. Stephen Oronsaye. The reports of this committee is the focus of this paper, how viable is it to the public service reform and efficiency in Nigeria.

The Steve Oronsaye's Public Service Reform Committee: Report, Issues and Prospects

In a bid to reposition the Nigerian public service for better performances, the administration of President Jonathan instituted a Presidential Committee on Restructuring and Rationalisation of Federal Government Parastatal, Commissions and Agencies, under the Chairmanship of Mr. Steve Oronsaye in 2011 (Ujah, 2020). The six (6) man committee had aside from the chairman, Japh CT Nwosu; Rabiu D. Abubakar; Salman Mann; Hamza A. Tahir; Adetunji Adesunkanmi as members; and Umar Mohammed as secretary. The major objective of the committee was to examine ways of reducing the cost of running the government by minimizing duplication among several MDAs (Olaopa, 2020; Ujah, 2020).

A year later, the committee submitted a far-reaching report on the way forward for the Nigerian public service. An 800-page report was submitted to the president with a major shake on the MDAs mentioned. The summary of the reports as related to the restructuring of federal government MDAs are shown in table 2 below:

Table 2: Salient restructuring and rationalisation recommened by Oronsaye's Committee

S/N	Recommendations for restructuring
1.	541 Federal government parastals, commissions and agencies (Statutory and non-statutory) exist.
2.	263 of the statutory agencies should be reduced to 161.
3.	38 agencies should be scrapped.
4.	52 agencies should be merged.
5.	14 agencies should be returned to departments in federal ministries.

Source: Olaopa (2020).

Cost-cutting on the part of the government was one of the germane take-home from the report. It is important to note that the recommendations of the Oronsaye Committee are unique to Africa in terms of their desire to restructure the public sector (PERL, 2020), however, the report from the White Paper Drafting Committee set-up by federal government and led by Mr. Mohammed Bello Adoke, SAN in 2014, accepted only very few of the recommendations from Oronsaye's committee, with a larger number rejected. Different issues surround the acceptance and rejection of some of these recommendations. Salient among which are further discussed.

First, the White Paper report was released a year before the 2015 general election; A report that would become a burden for the government of the day's aim for electoral victory would be pure political suicide for it to implement with 2014 being just a year away from an election year. No administration, regardless of its noble intentions, can carry out such excellent intentions without the support of a strong power base (Olaopa, 2020). If ever the Jonathan administration was to return to the Oronsaye Report's implementation, it would also need to have won the 2015 general election, but he lost the election.

Second, the issue of legislation that established most of the federal government agencies and parastatals that were recommended for scrapping. This serves as a key impediment to the implementation of report, as the enabling laws had to be repealed before they cease to exist. Such procedures might be time-consuming in a democracy, especially in light of the reluctance of the agencies' Chief Executive Officers and executive teams to step down. Thus, high-level lobbying of the law-makers was employed by the agencies' managers to truncate the implementation of the report

such that when the government White paper of the Oronsaye report was released, most of the recommendations for scrapping and mergers were rejected (Ujah, 2020). The Fiscal Responsibility Commission (FRC) as well as the salaries and wages income commission were part of the agencies to be abolished as the Revenue Mobilization Allocation and Fiscal Commission (RMAFC) performs similar duties (PERL, 2020; Ujah, 2020).

Besides, the lobbying from agencies' managers, the parliamentarians has long exhibited a predisposition towards expanding the public bureaucracy. 213 of the 311 legislation that were introduced in the 8th Senate (from 2015 to 2019) dealt with establishment of federal agencies (PERL, 2020). The duplication of existing institutional mandates was the second most frequent reason that the President vetoed 53 bills from the National Assembly between 2017 and 2019. This was also the trend in the 9th National Assembly where out of 195 bills introduced by the 9th Senate as at December 2021, 96 are establishment bills (PERL, 2020; Ujah, 2020).

Furthermore, in the face of economy hardship that is prevalent in the country, a responsible government will be reluctant to downsizing or rationalizing her work force as this will aggravate security and safety issues in country as a result of increase unemployment. An instance was the tragic civil service purge of 1975, where government laid-off workers without proper post-retirement package for them (Umaru, 2020).

The foregoing issues notwithstanding, all hope is not lost, as the Oronsaye's report and the government White Paper recommendations were revisited by the administration of President Buhari, as he alluded to the fact that implementation of the report will lead to fundamental changes in the civil service (Ujah, 2020). A newspaper report has it that:

> ***Prospects that the reform of the Nigerian public service towards the long-expected reduction in size and cost of governance may commence with the 2023 budget, came to the fore last week when the Chairman of the Senate Committee on Finance, Solomon Olamilekan Adeola, mooted the eventuality at a meeting with MDAs in the course of the review of the 2023 -2025 Medium Term Economic Framework (METF)*** **(DailyTrust, 22/09/2022).**

Implementation of the reports by the Bola Tinubu administration will in no small measures put the Nigerian public service in a better position to deliver efficiently and effectively as seen in developed bureaucracies around the world.

Conclusion and recommendation

Going by the germane role played by the public service in Nigeria's national life, attempts to improve governance have appropriately focused on reform of this bureaucracy. The Nigerian public service has undergone series of reforms since its creation by the British colonial power in 1862. The Steve Oronsaye's reform committee has given a crucial way forward for efficient and effective performance of the public service and at the same time cut-cost and wastage on the part of government. However, government White Paper recommendations that emanated from Oronsaye committee's report has not been implemented due to salient issues surrounding the implementations. In light of a brighter future for Nigerian public service, this paper recommends as follows:

First, political will on the part of the government to implement the recommendations will go a long way in placing the country's public service in better position for optimal service delivery to the public. This is achievable if the three arms government deliberately wish to make it happen.

Second, post-retirement packages couple with enabling terrain for workers whose services will not be needed as a result of the implementation of Steve Oronsaye reform committee's recommendations should be given priority by government as this will forestall a repeat of the 1975 purge and also, send positive signals to those who will be left behind for efficient and effective performance in the country's public service.

References

Adebayo, A., (1981). *Principle and Practice of Administration in Nigeria*. Ibadan: Spectrum Books.

Ake, M., (2015). The Nigeria public service reforms of 1999-2007: A panacea for federal staff motivation. *Conference paper present at 2nd International Conference on Education and Social Sciences*, Istanbul, Turkey.

Ballard, J. A., (1971). Administrative origins of Nigerian federalism, *African Affairs,* 70(281); 333-348.

Brysland, A., & Curry, A., (2001), Service improvements in public services using SERVQUAL, *Managing Service Quality*, 11(6); 389-401.

Daily Trust.(2022, September 22). As government implements Oronsaye's report. Retreived from https://dailytrust.com/as-government-implements-oronsayes-report 14/11/2022.

Ene, P., (2022). Civil service reforms in Nigeria. Retrieved from https://www.walyben.com/civil-service-reforms-in-nigeria/ 11/11/2022.

Ijere, E.S., & Ukwandu, D.C., (2020). Public service reforms and effective service delivery in Nigeria. *International Journal of Developing and Emerging Economies* 7(4);30-40.

Kaldor, N., (1967). *Strategic Factors in Economic Development*, New York, Ithaca.

Maslow, H. A., (1954). *Motivation and Personality (3rd edition)*. London; Longman Inc.

Mosher, F., (1965). Some notes on reorganization in public agencies, in Martin, R. C. (ed.), *Public administration and democracy*, Syracuse University Press, Syracuse, NY.

Ogundiya I.S., (2007). Minimizing the cost of governance in Nigeria through Civil Service Reforms: Rightsizing, Downsizing or Retrenchment. In Akpotor, A. S. (ed). *Cost of Governance in Nigeria: An Evaluative Analysis*. Ekpoma: Ambrose Alli University Press.

Ogunrotifa, A. (2012). Federal civil service reform In Nigeria: The case of democratic centralism. *Journal Of Radix International Educational And Research Consortium* (RIJS),1(10); 2250 – 3994.

Olaopa, T., (2009), *Public administration and civil service reforms in Nigeria*, Ibadan: University Press Plc.

Olaopa, T., (2020, November 19). Oronsaye Report: Implementation and cost of governance challenge. *TheGuardian Newspaper Online*. Retrieved from https://guardian.ng/opinion/oronsaye-report-implementation-and-cost-of-governance-challenge-2/ 13/11/2022.

Omitola, B., (2012). Nigerian public service reforms and the fourth republic experience: Challenges and prospects, *Journal of Sustainable Development in Africa*,14(8); 76-93.

Oronsaye, S., (2010). Creating the service delivery of our dreams. *Office of the Head of the Civil Service on the Federation*, Federal Government of Nigeria.

Ovwasa, L., (2004). Administrative reforms in the Nigerian civil service since independence: A retrospective analysis, *Political Science Review* 3(1, 2), 60–67.

Oxford Advanced Learner's Dictionary (seventh ed) (2005).

Ozigi, A., & Ocho, L., (1981). *Education in Northern Nigeria*. London: George Allen and Unwi.

PERL (2020). Prospects of public sector reform. Retrieved from http://www.perlnigeria.net/storage/resources/August2020/5axxJKD4F1buiIkKYVuL.pdf 13/11/2022.

Public Service Review Commission (2004). *Report of the commission*. Abuja, Ministry of Information Printing Division.

Quah, S.T., (1981). Administrative reforms: A conceptual analysis, in Khan, M.N. (ed.), *Administrative reform: Theoretical perspective*, n.p., Center for Administrative Studies, Dhaka.

Shafritz, J.M., Russell, E.W. & Borick, C.P., (2009), *Introducing public administration*, Pearson Longman, New York, NY.

Udoji Commission. (1974). *Public Service Review Commission and the government White Paper*, National Library, Lagos.

Ujah, E. (2020, June 15). Oronsaye report: MDAs to go. *Vanguard Newspaper Online.* Retrieved from https://www.vanguardngr.com/2020/06/oronsaye-report-mdas-to-go/ 13/11/2022.

Umaru, D. U., (2020). The collapse of the civil service in Nigeria: An assessment of the 1972, 1988 and 2003-2007 civil service reforms. Retrieved from https://www.researchgate.net/publication/347560910_the_collapse_of_the_civil_service_in_nigeria_an_assessment_of_the_1972_1988_and_2003-2007_civil_service_reforms 13/11/2022.