

PUBLIC POLICY AND PUBLIC SERVICE DELIVERY IN NIGERIA: THE NEXUS

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ABSTRACT

Public Policies are made and implemented in order to provide services to the citizens of a country. Public policies are therefore instruments of governments to provide solutions to perceived public problems. It is therefore a governmental action and programmes of action geared towards solving societal problems. The solution of the problems is the provision of services to the people. The public service is very important in the provision of services to the citizens of any country because it is through the public service that government manages its activities. It plays a vital role in delivering and distributing services across the country. This paper seeks to trace the nexus between public policy and public service delivery in Nigeria, and to find out why many policies fail to achieve their objectives and render services to the people. The Total Quality Management (TQM) was adopted as its framework of analysis. The paper recommends among others that there is a strong nexus between public policy and public service deliver, and that policies made for Nigerians must look inward, address our problems and resist those policies made by Britain and other Western powers. Policies yielding positive results should be sustained as administrations come and go, regardless of the policy and ideology of the incoming administration. A radical break from the western powers and colonizers is a sure way of maintaining our sovereignty and taking our destinies in our hands.

Keywords: Organization, policy, public policy, public service, public service delivery.

Introduction

Organizations, both public and private, are consciously created to accomplish certain goals and objectives for the comfort of man. In order to accomplish these objectives, organizations formulate appropriate strategies, rules and regulations. The motive behind any organization is to be successful in her production of goods and services in pursuit of her set goals. Along this line, the skills, knowledge and competences of people – both men and women are required, hence, organizations achieve their objectives by working, with and through people. Whether the organization succeeds or not, depends on people, who are the central figures as the accomplishment of the organizational goals are concerned. The accomplishment of these goals and making the services available to the people is what in termed service delivery.

Other than the people in the organization, there are other essential resources required for the survival and attainment of goals of the organization. Thus, both public and private organizations assess themselves, or are assessed by others by the extent to which they have achieved their goals and objectives and provided services to the people. This extent of service delivery helps an organization to remain relevant in the competitive world.

The public service is very important in the provision of services to the citizens of any country. It is through the public service that government – the public organization – can manage its activities effectively and efficiently. Public service plays a vital role in delivering and distributing public services across a country. The major function of public service is therefore to provide services, provide enabling environment for economic growth and prosperity for citizens, as well as securing and strengthening democratic institutions. To be successful again in this competitive world, organizations need to relate very well with its external environment. This cordial relationship will pave the way for effective achievement of organizational goals and efficient and effective services delivery. To do this, the financial, technological and human resources within the organization have to be adequately allocated for its smooth running. The achievement of the set goals and delivering of services may become difficult if not impossible, if the resources are in shortfall and if the processes of achieving the goals and delivering the services are not clearly stated. This makes the whole process ambiguous and clumsy. The situation, thus, calls for policy as guiding principle in the allocation of these resources. The main objective of this paper is to find out the connection between public policy and public service delivery in Nigeria, and why many policies fail to deliver the required services to the people. It opened with this introduction, followed by conceptual clarifications, theoretical framework where the Total Quality Management was adopted, the findings, recommendations and conclusion.

Conceptual Clarifications

Some key concepts in this paper are hereunder clarified:

Policy: Policy gives direction to government programmes which are indispensable for effective administration and service delivery. That is why Dike (1987) cited in Onah (2005:95) observes that a government without a definite programme of action is like a traveller without a destination. He may cover many kilometres and yet not be able to say where he is going or how far he has gone. This clearly underscores the importance of policy in governance. Policy serves as a guide to both thought and action in the organization and also in the allocation of resources with which the organization works. Conventory and Baker (1985) define policy as “the guidelines laid down in general or specific terms to make a company or other organizations to reach the long-range or targets set by the organization”. Policy therefore helps organizational management in the job of planning by supporting a meaningful relationship between business objectives and organizational functions, physical factors and personnel.

Public Policy: When policy is qualified with the adjective “Public”, it then means a course of action intended to accomplish some goals in the particular segment of the society – the public sector. The public sector consumes goods and services provided by the government as a public institution at little or no cost. Policies made in this particular sphere are called public policies, which means an instrument of government to provide solution to perceived public problem. Public policy is simply governmental actions and programmes of action geared towards solving societal problems. According to Anderson (1975:3), public policy is a “purposive course of action followed by an actor or set of actors in dealing with a problem or matter of concern”. This concept of public policy focuses attention on what is actually done through the actors or set of actors in order to deal with the perceived problem or matter of concern.

According to Abdulsalami (1998:1), Public policy refers to 'hard patterns of resource allocation represented by projects and programmes designed to respond to perceived public problems or challenges requiring governmental action for their solution". Governmental actions which can be taken to be public policies include the provision of public services, (eg. Education, health, highways, welfare, electricity, roads, etc); the regulation of personal and corporate activities (eg. by the police, sanitary inspectors, civil defence etc); the celebration of symbols events (eg. Independence Day, New Year, Democracy Day, and notable religions days); and the control of policy-making process or other political actions (eg changing electoral rule, combating corruption, instituting political and administrative reforms, etc.). The existence of a public policy means that there is also an articulated and clearly defined public issue requiring resolution on a continuing basis through the commitment of substantial public sector resources and efforts within the context of government programming.

Therefore, public policies consist of courses or patterns of actions by governmental officials, rather than their separate discrete decisions. It involves not only the decisions to enact a law as a course of action on some topics, but also subsequent decisions relating to its implementation and enforcement. It is that action taken by government in order to bring solution to perceived societal ills or general problems.

The Public Service: While those people working in the various ministries, departments and agencies of the federal, state and local government, who are employed by the government to render services to the state are categorised as civil servants, public servants include political appointees, police force, armed forces, judicial officers, teachers governors, chairmen of local government, president etc. Public service is much more broader and encompassing. Any work rendered by the above mentioned people is referred to as public service. The public service is very important in the provision of services to the citizens of any country. It is through the public service that government can manage its activities effectively and efficiently. Public service plays a vital role in delivering and distributing public services across a country. The major function of public services is to provide services, provide enabling environment for economic growth and prosperity for citizens as well as securing and strengthening democratic institutions. Public service is broader and more inclusive because, it is not only used to refer to services within government departments and ministries and agencies, but also in parastatals, commissions, boards, police force and armed forces.

Public Service Delivery: Service delivery to the people is a key function of government. But over the years, there has been very poor service delivery by the public sector in Nigeria. This was why the administration of President Olusegun Obasajo, GCFR, launched the Nigeria Service Compact Delivery Initiative (SERVICOM) in May 2014. The effort is geared towards ensuring that effective and efficient services are delivered to the people of Nigeria. Due to the fact that government has a responsibility to provide services to the people, the Nigerian 1999 Constitution (as amended) provides that the security and welfare of the people shall be the primary purpose of government and that the state shall direct its policy towards ensuring:

- ❖ The promotion of a planned and balanced economic development

- ❖ that the material resources of the nation are harnessed and distributed as best as possible to service the common good.
- ❖ that the economic system is not operated in such a manner as to permit the concentration of wealth or the means of production and exchange in the hands of few individuals or of a group; and
- ❖ that suitable and adequate shelter, suitable and adequate food, reasonable national minimum living wage, old people's care and pensions, and unemployment, sick benefits and welfare of the disabled are provided for all citizens (section 16 subsection 2a-d). Government therefore has the responsibility to ensure that its policies, programmes and actions are in consonance with this section of the constitution.

It is clear from the foregoing that governance is all about service delivery to the people

Theoretical Framework: The framework adopted for this work is the Total Quality Management (TQM). The total quality management (TQM) was propounded by Edward Deming, who is considered as its father, in 1986. It was originally introduced to Japan by Deming (An American Engineer), who suggested the use of teams that include employees who deal directly with customers to achieve continuous quality improvements. These new work methods and practices can be rapidly disseminated through the company by quality teams that inform other organizational members about them. Hartzell (2006:382) cited in Izueke (2014:180) sees TQM as "an approach to, and concern for, quality which provides the organization from top to bottom". It is based on close attention to details, self-monitoring by workers at each step and a passionate commitment to quality as part of an organization identity, and which is internalized by everyone in it. Contrary to the view of most economists, accountants and financiers, who argue that companies exist to earn profits for shareholders, TQM suggests that customer-focus and customer-satisfaction should be a company's primary goals. TQM, according to Gomez – Majia (2005:22), "is an organization wide approach that focuses on quality as an overarching goal." The basis of this approach is the understanding that all employees and organizational units of a public institution should be working harmoniously to satisfy the public through quality and timely service delivery. TQM approach in public administration studies is currently in the high demand due to the paradigm shift to new public management and clarion calls for quality in public service delivery. Since public needs are in content flux, the organization must strive to continuously improve its systems and practices (Izueke, 2014:180). The TQM perspective view quality as the central purpose of the organization, whether private or public in contrast to the focus on efficiency by the operational perspective.

Some Public Policy Programmes And Their Expected Public Service Delivery In Nigeria

1. **National Directorate of Employment (NDE):** In order to tackle the menace of unemployment in Nigeria, the National Directorate of Employment was created on March 26, 1986. The directorate enabling Act, CAP 250 Laws of the Federal Republic of Nigeria 1999, (formerly decree No. 29 of 1986), set up the NDE as an Employment Agency Charged with the responsibility of combating mass unemployment, and reducing mass poverty in the country. The objective and mandate of the NDE are as follows:

- a. To design and implement programmes to combat mass unemployment in rural and urban areas;
- b. Articulate and develop work programmes with labour intensive potentials;
- c. Obtain and maintain data bank on unemployment and vacancies in the country;
- d. Train rural dwellers in skill acquisition, agricultural skills and integrated farming.
- e. To encourage trained members of rural communities to establish small scale businesses with loan given to them by NDE.
- f. To improve on any other laid down policies from time to time through the broad objectives established under section 3 of its enabling act.

The expected beneficiaries of NDE include:

- i. Those with little or no education at all
- ii. School drop outs
- iii. School leavers
- iv. Artisans
- v. Graduates of tertiary institutions
- vi. Disabled persons; and
- vii. Women groups.

NDE has recorded some huge successes since its establishment in 1986 in some areas, but the menace of unemployment in Nigeria today has sky rocketed so much that its successes are now without regard. For instance according to the National Bureau of Statistics (NBS), Nigeria is ranked 21st among 181 countries with an unemployment rate of about 23.1%. Nigeria is also rated as the poverty capital of the world with an estimated 87 million people living on less than two dollar a day. There are no established skills acquisition centers. by NDE that is functional today. Millions of Nigerian graduates and secondary school leavers are roaming the streets daily searching for the non-existent white collar jobs. Youths have engaged in social vices in order to make ends meet. Those that acquired skills were not given loans to establish. A failure of public service delivery.

2. Directorate for Food, Roads and Rural Infrastructure (DFRRI): The DFRRI was established in January 1986 during the national budget broadcast of the then Head of State, Gen. Ibrahim Babangida. The DFRRI programme was inaugurated on February 7, 1986 by the then Chief of General Staff, Navy Commodore Ebitu Ukiwe. Its general aim is to promote grassroot mobilization and, in close collaboration with state governments, mount a vigorous programme of rural development in various communities that make up the then 304 Local Government Areas throughout the country. Specifically, DFRRI was aimed at achieving the following objectives:

- a. Create employment for the unemployed and underemployed in the rural areas.
- b. Diversify trade in the rural areas and offer assistance towards improving methods of farming.
- c. Raise per capita income and standard of living, regional and national income.
- d. Slow down the exodus of rural workers to the towns.
- e. Eliminate regional imbalances.
- f. Reduce wealth and income inequalities between the rural and urban areas; and

- g. Establish a measure of social justice (Obi, 2010:90).

Immediately after inauguration, DFRRRI swung into action in road construction, digging of boreholes and other community development projects. No sooner had it gone into these actions than it ran into problems that halted its actions. The problems are (1) the issue of applying the federal character principle in its problems approach. (2) the politics of equity in sharing the money allocated for projects. (3) the varying cost of road construction due to rural geological climate (4) patterns of rural settlements.

These led to the failure of the public policy made to open up the rural areas and stem the tide of rural-urban migration. As fine as the policy was, implementation became its problems due to which part of the country would be much favoured. Public service delivery in those areas became crippled. Hence there is rising unemployment, per capita income is still very low, there is rise in regional imbalance and income inequalities.

- 3. **Better Life for Rural Women (BLRW):** This was introduced by Mrs. Mariam Babangida, the wife of the former military president, Gen. Ibrahim Babangida in 1987. This good policy was made to better the lots of rural women. The policy objectives are:
 - a. To help rural women to mobilize themselves collectively in order to improve their standard of living
 - b. To create more wealth through local arts and crafts
 - c. Improve farming techniques, and mother craft
 - d. Helping the women to learn good marketing strategies
 - e. Establishment of rural banking scheme for easy access to credit facilities and deposition of cash sales. (Obi, 2010:91)

This policy was very laudable and given wide acceptability more so as it was a policy directed at rural women. But unfortunately, the policy was hijacked by the wives of state military governors and it became a scene for show off of the women at the corridors of power. This made the BLRW to become highly elitist and the rural women, who were the target population, went home worse off.

- 4. **National Economic Empowerment and Development Strategy (NEEDS):** This NEEDS was established in 2004 by President Olusegun Obasanjo. The NEEDS document (2004) indicates that adult literacy rate of at least 65% would be attained by 2007. NEEDS recognizes the centrality of human development in achieving economic growth. The strategy is aimed at empowering the citizenry to acquire skills and knowledge that would prepare them for the world of work. The following crucial issues were to be addressed by the NEEDS documents as its objectives:
 - a. Faithful implementation of the free compulsory Universal Basic Education (UBE) law
 - i. improve education infrastructure
 - ii. expand institutional capacity to produce equal manpower
 - iii. expand total school enrolment to increase the literacy level.

- b. Review of schools' curricular (primary to tertiary) to incorporate vocational and entrepreneurial skills.
- c. Re-tooling and repositioning of technical schools to be able to address the technical manpower needs of the country.
- d. Establish more vocational centers to encourage Nigerians to embrace vocational education.
- e. Review school curricular at all levels to incorporate the study of information and communication technology (ICT).
- f. Expand existing special education programmes, including the virtual library project, the distant learning programmes and nomadic education programme.
- g. Sustain existing vocational/on-the-job training programme of the federal government and encourage the states to do the same.

This policy was a welcome idea as it aimed at improving the human potentials and enhance economic growth. But unfortunately, the policy failed to provide the needed services objectives because, first, there was no improved adult literacy rate in the country as to attain the 65% literacy rate in 2007 and even beyond. Even now, there is a very high level of adult illiteracy in the country. Second, the implementation of the free and compulsory UBE programme suffered a serious setback as there was no adequate budgetary allocation to carry it on. Thirdly, there are no qualified teachers to impart the required technical, vocational and entrepreneurial skills. Fourthly, there are no experts in both primary and secondary schools to teach the much needed ICT thus defeating the idea of ICT knowledge in the schools. (Amoke, 2017.32-33)

5. **National Poverty Eradication Programme (NAPEP):** This policy was also introduced by President Olusegun Obasanjo in January 2001. The essence is to eradicate poverty and improve the living standards of the citizens. The specific objectives of NAPEP are;
 - a. To improve redistribution of income
 - b. To provide employment and skills acquisition for unemployed youths.
 - c. To ensure adequate provision of quality physiological needs (foods, shelter, clothes, water, information, etc).
 - d. To reduce or eradicate poverty status.

As fine as the objectives of this policy look, it is on record that many of the objectives were achieved. For instance, roads were rehabilitated and reconstructed, boreholes were dug, the youths were trained in ICT, poultry, mechanical and other skills in accordance with one's choice. On transport scheme, the availability of keke tricycle today which is overtaking taxi cab services, and prevalent in every state in Nigeria, owe its existence to NAPEP activities. Though poverty could not be eradicated, NAPEP made giant efforts in improving standard of living by providing skills and employment.

6. **Community and Social Development Programme (CSDP):** The CSDP is a new intervention to eradicating poverty and improving living standards in Nigeria. It was built on the Local Empowerment and Environmental Management Project (LEEMP), and the Community-based Poverty Reduction Project (CPRP) structures to effectively target social and environmental infrastructures at the community level, as well as

improve the responsibility of local government to service delivery. The outcome of the merger between LEEMP and CPRP gave birth to CSDP. The overall goal of CSDP is to improve access to services for human development. Specifically, the project aims at:

- a. Empowering communities to plan, part-finance, implement, monitor and maintain sustainable and socially inclusive multi-sectoral micro-projects.
- b. Facilitate and increase community-local government area partnership on human development-related projects.
- c. Increase the capacity of local government areas, state and federal agencies to implement and monitor community drivers development (CDD) polices and interventions.
- d. Leverage Federal, state and local government resources for greater coverage of CDD interventions in communities. Through the adoption of the community-driven development (CDD) initiative, CSDP was able to achieve her stated objectives of providing social and physical infrastructures to the people of Nigeria, in the different states that sought for her services. This brought about human development and poverty reduction. (Amoke, 2017:57)

7. **Vision 20:2020:** This is another important policy programme which the government of Nigeria had embarked upon in order to bring about human development and rapid socio-economic development. According to the Federal Government of Nigeria (2008), the year 2020 is a critical benchmark date against which Nigerians are set to achieve their strategic mission for a world class ethical democracy, competitive, and knowledge-based economy, proactive and innovative foreign policy, cultural renaissance and/or rebirth befitting our history and greater integration with the global world system. The vision was that "by the year 2020, Nigeria will be one of the 20 largest economies in the world". From our assessment, this is the year 2020, yet Nigeria has not had a sound, stable and globally competitive economy and there is still dependence on oil which is a mono economy that cannot achieve a globally competitive one. The Nigerian health sector is marred with lack of adequate trained personnel, lack of adequate days and hospitals with grossly inadequate infrastructures, coupled with irregular payment of doctors' salaries. The manufacturing sector is nothing to write home about, hence over dependence on imported goods. Though Nigerian borders have been closed against imported goods, the harsh effect is being felt as there is no food sufficiency in the country. Our democracy is still fraught with massive election rigging, our currency is being devalued on daily basis, thereby weakening our economy (Amoke, 2017:33-34).

8. **Family economic advancement programme (FEAP):** This programme was introduced in 1997 by Mrs Mariam Abacha, wife of the late Head of State, General Sani Abacha. In order to stimulate economic productive activities in the various wards of local government areas in the country, the FEAP had the following general objectives (Obi, 2010: 92-93) "to promote the productivity and economic power of the low income groups through establishment of resource based cottage industries to harness the country's great agro-and mineral endowments". The following specific objectives would be tackled in order to achieve this aim:

- a. Launch Nigeria into greater heights of industrialization self-sufficiency and economic reliance.
- b. Provide capital by way of loan directly at ward levels of every community for running of cottage industries.
- c. Help in training ward based business operators
- d. Encourage the designing and manufacturing of appropriate plants, machinery and equipment.
- e. Promote productions and develop consciousness.
- f. Utilize all available local resources for the benefit of Nigerians through improve production, storage, preservation, processing, recycling, repackaging and marketing
- g. Involve private sector participation in its funding and implementation.
- h. Involve the state and local governments in its funding and to reduce rural-urban migration.

As Obi (2010:93) observed, FEAP provided 75% of its budget as devolving loan to the target groups as a means of achieving its objectives. It made tremendous efforts in realizing some of its stated objectives as there were some visible growth of small and medium scale industries in the rural communities then. Through the revolving loan, rural inhabitants engaged in different micro projects aimed at transforming their lives and bringing about development in the rural communities. But unfortunately, the programme had to be abruptly terminated following the sudden death of Gen. Sani Abacha, the husband of the initiator of the programme, and the installation of a new government headed by Gen. Abdulsalami Abubakar.

From the foregoing, it is evident that almost all the policies were aimed at poverty reduction and human and community development, but most of them failed to achieve their stated objectives and as well failed to provide services to the people. Public services delivery is the hallmark of any policy formulation and implementation. Hence, any public policy that fails to achieve its stated objectives by way of adequate public service delivery, is as good as having not been made. National Development comes about through adequate human capacity building, knowledge and skills acquisition and engaging in productive activities that will enhance economic activity, social and physical infrastructure. This comes about through adequate public policy formulation and implementation. It is germane here to trace reasons why public policies fail to achieve their stated objectives in Nigeria and provide services to the people.

Why Public Policies Fail To Achieve Their Objectives And Provides Services To Nigerians

The failure of public policies to achieve their objectives and provide services to the people of Nigeria is traceable to many reasons.

First, Public policy process in Nigeria takes place within the framework of international capitalist political economy. External factors, including events, institutions and groups at international arena, have more influence in determining the success or failure of our national policies as well as the interests to be served. Any government, for the purposes of self preservation, shall be very interested in the one succeeding it. Due to this, the British Colonial

authorities in Nigeria, in order to protect and expand their imperialist interests in Nigeria after Nigeria's independence could not afford not to be interested in the government that succeeded it. They were determined to ensure that British interests in the country were not only protected but expanded after independence. And the best way to achieve this was to ensure that they handed over power to a co-opted and properly groomed individuals and groups within the Nigeria political elite, who could be relied upon to carry out British instructions in the post colonial era. Thus, every policy in Nigeria is being manipulated by British government. They determine the electoral processes in Nigeria, determine the economic processes and growth, determine technological development and growth and even determine the educational processes and develop and approve our educational curricular (Nnadozie, 2016:43). The climax of this process was the manipulation of the 1959 pre-independence general elections, which ushered in Nigeria's flag independence and the emergence of Alhaji Tafawa Belewa as Nigeria's first Prime minister on October 1st 1960. Citing Smith (2005a), Nwadozie posits that a British colonial Officer who actively took part in the colonial transition programme to Nigeria's flag independence confessed that the main objective was "to ensure that Nigeria was ruled by a reactionary regime prepared to act as a British satrap". Nnadozie noted that one obvious and permanent consequence of this British manipulation of that election is that Nigeria has ever since remained a "faithful", "loyal", and "traditional" ally of the British and other Western powers. Consequently, since 1960, Nigeria has remained and operated within the orbit of International capitalist system. What this means in practice is that Nigeria cannot formulate and execute any national policy or take any vital decision and would hurt the interest of Britain or indeed any western power, even when such a policy is in the interest of Nigeria and Nigerians.

Thus, any policy formulated in Nigeria must be screened and approved and supported by Britain, otherwise, such policy would never see the light of day, yet Britain does not know our problems and needs. Nnadozie (2016:2) observes that the premises on which Nigeria's public polices and development programmes are conceived and implemented are contrived, misplaced and fundamentally wrong. The conceptualization and development of public policy in Nigeria are not in tandem with our socio-economic and cultural milieu, and therefore, antithetical to our needs, problems and aspirations, as a people. Our cultural and traditional values, norms and practices, needs and aspiration are not factored into the initiation, formulation and implementation of our public policies and development programmes. Therefore, there is a big gap between those who initiate, formulate and execute our public policies and development programmes and the generality of Nigerians whose problems and needs are being addressed.

Secondly, Britain, International Monetary Fund, World Bank and other Western powers don't want Nigeria to be technologically, economically, socially and politically free and stable. That is why they devalue our currency, frustrate our polices and control our elections. Corroborating this view, Nnadozie (2016:41) asserted that the British in cooperation with others Western powers, had through a series of treaties, unilateral and bilateral agreements and memorandum of understandings between them and members of the Nigerian political elite, ensured that Nigeria remains and operate within the orbit of international capitalist political economy so as to remain within their supervision and control. Therefore Nigeria cannot make any vital national policy or take serious on national issues without reference to

and approval or support of Western powers – be it on economic, political, social, technological and other aspects of our national life. This singular reason has been the bane of public policy making and implementation in Nigeria. That is why the policies on DFRRI, FEAP, NEEDS, NAPEP, and **Vision 20:2020** failed to actualize their dreams and also failed to provide services to the people.

Thirdly, there is lack of policy continuity in Nigeria. No administration in Nigeria would like to continue with a policy made and partly implemented by her predecessor, be it military or civilian. Every administration likes to start a fresh policy and development programme so as to score cheap political point, and in most cases, such policies do not address the needs and aspirations of the masses. This kills the spirit of continuity in policy implementation.

Fourth, the target populations who are the supposed beneficiaries of the policy are not involved in policy initiation, formulation and execution. The government decides what is good for the people, a top-down approach that does not take the problems of the people into consideration before initiating and implementing policies.

Fifth, agencies that are involved in the provision of services to the people do not collaborate with each other for efficient and effective service delivery. This is inter-agency, as well as, government collaboration. This leads to failure of service delivery and non-performance. Inter-agency collaboration is very important for successful policy implementation.

Sixth is lack of sustainability plan. In drawing up plan for project execution, many agencies and governments do not make adequate and long term plan that can sustain such project. This makes project implementation unfeasible and unachievable leading to project abandonment. Seventh is lack of institutional support. Agencies involved in service delivery must be such that would enjoy support both from the government and the people targeted. Such support would lead to obtaining resources locally, such as land, labour and human. Lack of such support would lead to implementation failure.

Eight, there must be enabling infrastructure. Any policy addressing people's problems must take the traditions, culture and environment of the people into consideration. Lack of enabling infrastructure creates unnecessary bottlenecks and stiff opposition against policy implementation and denies service delivery to the people.

Ninth, feeble parameters for monitoring and impact assessment. Monitoring is at the heart of policy implementation. Any policy implementation not monitored is doomed to fail. Contract awards are not monitored leading to diversion and embezzlement of funds. Lack of appropriate monitoring instruments makes policy implementation, hasty and therefore undurable.

Tenth, lack of clarity and specificity in policy formulation makes policy implementation very difficult. When implementers fail to read and interpret the policy very clearly, the implementation would be very difficult to carry out. The difficulty in implementation comes as a result of misinterpretation and lack of understanding of the policy document.

The above enumerated reasons account for why public policies in Nigeria fail to achieve their predetermined objective and render effective and efficient public service to the people.

The Way Forward

There is a strong nexus between public policy and public service delivery in every polity. This is because policy is a long time major guide line for action. It is a series of inter-related decisions on the selection and actualization of the goals and objective of political actors in which the actor(s) are empowered to act upon. The people, who are the subjects and objects of development policies and programmes, must be their purveyors, facilitators and harbingers. The people must be allowed to decide what they want, when they want it and how they want it. In other words the people must be involved in every aspect of policy conception, initiation, planning and execution. No group of individuals, institutions or countries can do that for the people, not even the British. He who wears the shoes knows where it pinches. The people know where it pains them and can suggest the best way forward. Involvement of the people in policy processes was the secret behind the success recorded by the community and social development project (CSDP) in its project executions. The CSDP adopted what it called Community – Driven Development (CDD) initiative where the community members – the target population – piloted the affairs of the development projects at every stage, from conception to implementation. They participated in project initiation, planning, funding and execution. This helped the people to gain knowledge in project and financial management as well as capacity building. Other agencies and government should borrow a leaf from CSDP.

Before embarking on policy implementation, there is need to appraise the institutional capacities of the implementing agency. Any agency with weak institutional capacity will not be given any contract to implement any policy. Such implementing agency should have appropriate collaboration with other agencies for efficient and effective services delivery. And the need for sustainability plan cannot be over emphasized. This will help to carry the project through, to avoid being abandoned mid way.

The environment of the target group must be put into consideration. For instance, the people's culture, tradition, religion, attitude, other do's and don'ts must be adhered to if the policy implementation must succeed. We must look inwards in our quest for development, and ensure that our public policies and programmes are anchored on our institutions, values, norms and traditional practices. Implementing agencies must be from within and not expatriates. Policies formulated from outside must be resisted and rejected as they don't consider our environments and needs.

Public policies must address our problems such as poverty, deprivation, inequality, infrastructural development, housing need, environmental degradation, educational processes such as vocational, technical, information and communication technology, health services etc. Any policy that does not address these issues is alien to our environment, and must be resisted.

The Western policy experts and development consultants, such as International Monetary Fund (IMF), World Bank, World Trade Organization (WTO), must all be kept at bay as far as policy formulation and implementation in Nigeria is concerned. Walter Rodney (1972:2)

posits that “African development is possible only on the basis of a radical break with the international capitalist system which has been the principal agency of underdevelopment of African over the last five centuries.” Nigeria, as an African country and indeed the giant of Africa, should take lead on this, by radically breaking away from Britain and other Western powers as far as policy formulation and implementation are concerned.

Public service delivery is the hall mark of any public policy and the public service is very important in the provision of services to the citizens of any country. It is through the public service that government manages its activities, projects and programmes effectively and efficiently. The public service, therefore, needs a total overhaul in order to rid it of corrupt practices that hinder effective service deliver. Corrupt public officials must be severely disciplined to act as deterrent to others.

There is need for adequate budgetary allocations towards capital projects that will ensure human and economic development than recurrent expenditures which serve the interests of very few law makers and government officials.

Taking all these points into consideration will help to ensure adequate public policy implementation and efficient and effective public service delivery to the people of Nigeria.

Conclusion

Effective and efficient public service delivery is anchored on adequate public policy implementation. In the same vein, policy implementation depends on adequate funding through budgetary allocations, and on an implementing agency that has the wherewithal to execute such policy. Many public policies and programmes failed to deliver the expected services due to lack of clarity during policy formulation, lack of sustainability plan and lack of effective collaboration with their agencies and government. The major failure of many public policies in Nigeria was/is due to the influence and rulership of British officials. This accounts for why policies on economic growth, technological development, infrastructural development and human capacity building can hardly scale through British and other Western powers screening and approval. Nigeria must therefore break ties radically with British colonial powers and remain a sovereign nation. This will help us realize that we have qualified experts and consultants that would formulate and implement our policies the way we want it. Only then shall we have policies that will address our problems squarely and provide public services that will meet our needs and aspirations.

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