

# The Challenges of Public Administration, Good Governance and Service Delivery in the 21st Century

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## ABSTRACT

*Contemporary studies on public administration in Nigeria have revealed two dramatic findings. First, despite the moderate achievements in democratic governance and being rich in natural and human resources, there remain many politico-administrative challenges to be addressed in Nigeria. Second, ailing public administration has resulted in disturbing socio-economic indicators which are among the worst in the world. This paper examines the challenges of public administration for effective service delivery and good governance in Nigeria. The paper employs descriptive method of research and content analysis which is anchored on 'efficiency theory' to examine the subject matter. Findings reveal that, notwithstanding the dramatic administrative reforms, citizen's confidence in government service is near an historic low because of poor service delivery and exclusionary policies. The paper submits that the label of poor performance and absence of excellence in the public service has the tendency to undermine development and good governance in Nigeria.*

*Keywords:* Development, Excellence, Exclusionary Policies, Good Governance, Management Challenges, Nigeria, Public Administration, Public Sector, Service Delivery

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## INTRODUCTION

Despite the disturbing socio-economic indicators facing Africa today, there is an increasingly broadly-held conviction that efforts toward modernizing African States cannot succeed unless they are equipped with public administrations that are geared toward meeting the new challenges of economic and social development (Ajayi, 2008). This is why administrative actions and modalities of government operation continue to be the object of criticism both by users and by civil society. It lends credence to the fact that the organization, role and missions of public administrations must in fact be reviewed and adapted to the political, economic and social context of African States, which has changed considerably over the last decade (Anazodo, 2009). In that regard, public administrations in many countries in Africa such as Nigeria are today faced with

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# Revitalizing The Public Service Governance In The 21st Century

**Kuo-Tsai Liou**



## **Revitalizing The Public Service Governance In The 21st Century:**

Governance in the Twenty-first Century Canadian Centre for Management Development, 2000 Numerous administrative reforms during the past several decades referred to as the New Public Management have altered government in a number of fundamental ways These changes have in turn produced the need for even greater change if the public sector is to be capable of governing efficiently and responsibly The challenges now facing government are numerous including the need to recruit capable and committed young public servants adapt to new information technology manage changing intergovernmental relations and perhaps most important hold the reformed administrative structures accountable to both political demands and legal standards Some countries have already initiated new rounds of reform while others are still attempting to understand and absorb the consequences of changes motivated by new public management ideas In Governance in the twenty first century international experts recognise both the difficulty of making predictions and the need to consider the future in order to prepare the public sector for new challenges The authors predictions and recommendations are anchored in a thorough understanding of contemporary public administration They point out that not only have previous reforms made yet more change necessary and inevitable but that the purpose of these reforms is to attempt to return government to the position of respect and competence it enjoyed in the past B Guy Peters is Maurice Falk Professor of American Government Department of Political Science University of Pittsburgh Donald J Savoie holds the Clement Cormier Chair in Economic Development at the Universit  de Moncton where he also teaches public administration

**Public Service and Good Governance for the Twenty-First Century** James L. Perry, 2020-05-01 Expert analysis of American governance challenges and recommendations for reform Two big ideas serve as the catalyst for the essays collected in this book The first is the state of governance in the United States which Americans variously perceive as broken frustrating and unresponsive Editor James Perry observes in his Introduction that this perception is rooted in three simultaneous developments government s failure to perform basic tasks that once were taken for granted an accelerating pace of change that quickly makes past standards of performance antiquated and a dearth of intellectual capital that generate the capacity to bridge the gulf between expectations and performance The second idea harkens back to the Progressive era when Americans revealed themselves to be committed to better administration of their government at all levels federal state and local These two ideas the diminishing capacity for effective governance and Americans expectations for reform are veering in opposite directions Contributors to Public Service and Good Governance for the Twenty First Century explore these central ideas by addressing such questions as what is the state of government today Can future disruptions of governance and public service be anticipated What forms of government will emerge from the past and what institutions and structures will be needed to meet future challenges And lastly and perhaps most importantly what knowledge skills and abilities will need to be fostered for tomorrow s civil servants to lead and execute effectively Public Service and Good Governance for the Twenty First Century offers recommendations for

bending the trajectories of governance capacity and reform expectations toward convergence including reversing the trend of administrative disinvestment developing talent for public leadership through higher education creating a federal civil service to meet future needs and rebuilding bipartisanship so that the sweeping changes needed to restore good government become possible Contributors Sheila Bair William W Bradley John J DiIulio Jr Angela Evans Francis Fukuyama Donald F Kettl Ramayya Krishnan Paul C Light Shelley Metzenbaum Norman J Ornstein James L Perry Norma M Riccucci Paul R Verkuil Paul A Volcker *Canadian Public Administration in the 21st Century* Charles Conteh, Ian Roberge, 2013-08-13 The demands associated with good governance and good public management are at an all time high Yet the discipline of Canadian public administration is in flux and the time is ripe for an open and frank analysis of its state and possibilities Canadian Public Administration in the 21st Century brings together emerging voices in Canadian public adm **Handbook of Public Management Practice and Reform** Kuo-Tsai Liou, 2019-09-16 Outlining the origins motivations strategies implementations and effectiveness of reform policies and programs Handbook of Public Management Practice and Reform examines changes and challenges in major areas of public administration including budgeting finance human resources and organizational management reviews the lessons of reform and addresses new ideas and emerging issues Discussing the development and contribution of public administration education research and professional associations the book covers decentralization and deregulation institutional arrangement and support and cooperation between public and nonprofit organizations

**Reasserting the Public in Public Services** M. Ramesh, Eduardo Araral, Xun Wu, 2010-02-25 After two decades of dominating the public sector reform agenda privatization is on the wane as states gradually reassert themselves in many formerly privatized sectors The change of direction is a response to the realization that privatization is not working as intended especially in public service sectors This landmark volume brings together leading social scientists including B Guy Peters Anthony Cheung and Jon Pierre to systematically discuss the emerging patterns of the reassertion of the state in the delivery of essential public services The state under these emerging arrangements assumes overall responsibility for and control over essential public service delivery yet allows scope for market incentives and competition when they are known to work The recent reforms thus display a more pragmatic and nuanced understanding of how markets work in public services The first part of the book provides the theoretical context while the second provides sectoral studies of recent reforms in healthcare education transportation electricity and water supply It includes case studies from a range of countries Brazil China South Korea Singapore Thailand Vietnam USA Hong Kong and the UK This book will be of interest to students and scholars in Political Science Public Administration Public Policy Geography Political Economy Sociology and Urban Planning

**The Limits of Global Governance** Jim Whitman, 2005 This book provides a thorough overview of global governance exploring the key conceptual issues and illustrating them with international case studies as well as offering a provocative critique of the research in the field Encyclopedia of E-Commerce, E-Government, and Mobile Commerce Khosrow-Pour,

D.B.A., Mehdi, 2006-03-31 Administration r f rence lectronique

### **Understanding Canadian Public Administration**

Gregory J. Inwood, 2025-03-07 Understanding Canadian Public Administration introduces students to both the theory and the practice of public administration in Canada. It surveys the basic elements of the field in a historical context but with close attention to contemporary issues and developments to emphasize the real day to day impacts of public administration. The text provides an overview of the field in the context of democratic government including a comparison of the roles of the private and public sectors. The real world of government is examined with a focus on how theoretical ideas are translated into practice. This fifth edition features updates on topical issues and new developments in the field including the impact of the Covid 19 pandemic on governmental policy and action as well as new and updated sections on Aboriginal self government, human resources, accountability, financial management and intergovernmental administrative relations. Understanding Canadian Public Administration invites students to examine the issues of public administration from their own viewpoints and through their own experiences, bringing the field to life and making it immediately relevant to their current context.

### **Electronic Government Strategies and Implementation** Huang, Wayne, Siau, Keng, Wei, Kwok Kee, 2004-09-30

Digital government is a new frontier of the development of electronic commerce. Electronic Government Strategies and Implementation is a timely piece to address the issues involved in strategically implementing digital government, covering the various aspects of digital government, strategic issues and implementations from the perspectives of both developed and developing countries. This book combines e government implementation experiences from both developed and developing countries and is useful to researchers and practitioners in the area as well as instructors teaching courses related to digital government and or electronic commerce.

### **Transforming American Governance: Rebooting the Public Square** Alan P.

Balutis, Dwight Ink, 2015-04-29 Government and governance will be very different in the future than anticipated by the literature in the field.

### *Human Resource Management in Public Service* Evan M. Berman, James S. Bowman, Jonathan P.

West, Montgomery R. Van Wart, 2015-02-20 Human Resource Management in Public Service: Paradoxes, Processes and Problems offers managers and aspiring managers a thorough, provocative and award winning coverage of the complex issues of management in the public sector from both employee and managerial viewpoints. Combining more than 100 years of professional and academic experience, authors Evan M. Berman, James S. Bowman, Jonathan P. West and Montgomery Van Wart have created user friendly and accessible material by highlighting dilemmas, challenging readers to resolve them and enticing them to go beyond the text to discover and confront other dilemmas. Grounded in real public service experiences, the book emphasizes hands on skill building and problem solving. Continuing the award winning tradition of previous editions, this Fifth Edition covers all of the stages of the employment process including recruitment, selection, training, legal rights and responsibilities, compensation and appraisal.

### *The New Public Governance* Stephen P. Osborne, 2010-01-21

Despite predictions that new public management would establish itself as the new paradigm of Public Administration and

Management recent academic research has highlighted concerns about the intra organizational focus and limitations of this approach This book represents a comprehensive analysis of the state of the art of public management examining and framing the debate in this important area The New Public Governance sets out to explore this emergent field of research and to present a framework with which to understand it Divided into five parts the book examines Theoretical underpinnings of the concept of governance especially competing perspectives from Europe and the US Governance of inter organizational partnerships and contractual relationships Governance of policy networks Lessons learned and future directions Under the steely editorship of Stephen Osborne and with contributions from leading academics including Owen Hughes John M Bryson Don Kettl Guy Peters and Carsten Greve this book will be of particular interest to researchers and students of public administration public management public policy and public services management      **Foundations of Public Service**

Douglas F Morgan,Douglas F. Green,Richard T Green,Craig W Shinn,Robert K Robinson,2015-07-17 Designed to serve as a basic text for an introductory course in Public Administration this innovative work provides students with an understanding of the basic management functions that are covered in all standard textbooks with two important differences First it is written to address the needs of both the experienced practitioner and the entry level public servant Case examples bridge the content rich environment of practitioners with the basic principles of public administration sought by pre service students Second the discussion of basic management practices is grounded in the political and ethical tensions inherent in the American constitutional form of governance This reflects the authors belief that public administration operates as an integral part of the country s political traditions and thereby helps define the political culture The book provides a framework for understanding American political traditions and how they inform public administration as a political practice Key Changes in the Second Edition include A new introductory chapter that explains what the authors mean by a constitutional approach and why that is important An expanded discussion of the role of civil society in promoting the common good A new section in chapter 5 on New Public Governance Updated exhibits that incorporate up to date census data and revenue figures chapter 10 A new section in chapter 14 that recognises the importance of maintaining accountability in contract and networked systems of governance Significantly rewritten chapters to add emphasis on the relevance of the chapter material to nonprofit organisations A significantly revised bibliography which incorporates new bodies of research that have appeared since the first edition      *The Judicial Process* E. W. Thomas,2005-09-15 In the absence of a sound conception of the judicial role judges at present can be said to be muddling along They disown the declaratory theory of law but continue to behave and think as if it had not been discredited Much judicial reasoning still exhibits an unquestioning acceptance of positivism and a rulish predisposition Formalistic thinking continues to exert a perverse influence on the legal process This 2005 book dismantles these outdated theories and seeks to bridge the gap between legal theory and judicial practice The author propounds a coherent and comprehensive judicial methodology for modern times Founded on the truism that the law exists

to serve society and adopting the twin criteria of justice and contemporaneity with the times a judicial methodology is developed which is realistic and pragmatic and which embraces a revised conception of practical reasoning including in that conception a critical role for legal principles

**Moving Beyond the Crisis : Reclaiming and Reaffirming our Common Administrative Space** Demetrios Argyriades, Gérard Timsit, 2013-03-14 With the financial meltdown and the economic crisis in their fifth year already no one can any longer be in doubt about their exceptional gravity their truly global impact and their profound effects hurting vulnerable groups and the very poor especially As the world looks for an exit from this economic crisis the worst in eight decades the focus of attention is naturally on the causes the factors that account for its wide reach and severity as well as on strategies that might bring it to a closure The quest for exit strategies is at the very centre of the issues and concerns explored in the present volume produced by the IIAS Like the preceding volumes but even more emphatically this volume representing a collective endeavour of scholars and practitioners from many parts of the globe finds cause to lay the blame for our difficult predicament on the institutional deficit the policies the practices and values that have followed in the trail of a highly misleading and erroneous model of governance The Market Model of Governance as it is known sought to reform the structures and culture of administration and government in private sector ways While instrumental values like efficiency and effectiveness were raised and praised profusely those of democratic governance were discounted by comparison In particular integrity the rule of law and due process equity legality and public service professionalism suffered a steep decline in several parts of the world Likewise the invasion and the capture of public space inevitably led to an unprecedented surge of greed abuse and corruption that contributed directly to the crisis which is upon us Looking for exit strategies as its title aptly suggests the present volume offers a rich menu of ideas drawn from the current experience of all the world's main regions Not surprisingly two concepts stand out throughout the book as necessary correctives as well as pressing remedies to the world's ongoing malaise They call for the recapture of our common administrative space and the reaffirmation of the values and virtues appropriate for democratic governance To the IIAS none perhaps are more important than public service professionalism and none other can contribute more effectively to the reform and consolidation of sound institutions for national sub national global and regional governance For these reasons at this juncture the new volume like the others should be featured in every public library and become a vademecum of all scholars and practitioners of public administration and politics around the world

**Transforming Public Leadership for the 21st Century** Ricardo S. Morse, Terry F. Buss, C. Morgan Kinghorn, 2014-12-18 The forces of globalization are shifting our world including the public sector away from hierarchy and command and control toward one of collaboration and networks The way public leadership is thought about and practiced must be and is being transformed This volume in the Transformational Trends in Governance Democracy series explores what the shift looks like and also offers guidance on what it should look like Specifically the book focuses on the role of career leaders those in public service who are agents of change not only in their

own organizations but also in their communities and policy domains These leaders work in network settings making connections and collaborating to create public value and advance the common good Featuring the insights of an authoritative group of contributors the volume offers a mix of scholarship from philosophical discussions to conceptual models to empirical studies that taken together will help inform the transformation of public leadership that is already underway **Public**

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The new context and character of public service shifting values entrepreneurship information technology multi sector careers require enhanced technical ethical and leadership skills This concise and readable work describes what it means to be a consummate professional public servant It sets standards for everyone who conducts the public s business and links them with performance management human resource administration and information technology skills The authors identify the ethical foundations of public service and how to integrate them in practice They also address individual leadership what it means and how it is based on a foundation of technical and ethical skills Filled with original illustrative examples and case studies from government the non profit sector and business The Professional Edge is an ideal supplement for any introductory course in Public Administration or Ethics in the Public Service

*Understanding and Managing Public Organizations* Hal G. Rainey, 2014-01-24 UNDERSTANDING AND MANAGING PUBLIC ORGANIZATIONS FIFTH EDITION This is the definitive place for all serious students of public administration to start It is the most comprehensive book in the field It is required reading for MPA students Ph D students and all scholars in the field Kenneth J Meier Charles H Gregory Chair in Liberal Arts Texas A if you want to find out what has been written and what is collectively said about the practice and theory of public management look no further than Rainey s updated and comprehensive fifth edition Richard M Walker chair professor of public management and associate dean City University of Hong Kong For more than a decade Rainey s book has been a must read for everyone in the community of public management in Korea just like in many places all over the world Undoubtedly it provides a valuable resource for researchers and students who are interested in public management and applications of organization theory to public organizations It is quite simply the best investigation of public organization and management that I ve read Young Han Chun associate dean Graduate School of Public Administration Seoul National University [A New Synthesis of Public Administration](#) Jocelyne Bourgon, 2011-09-26 In an increasingly interconnected environment shocks crises cascading failures and surprising



breakthroughs are features of our age The ability to anticipate intervene innovate and adapt is now seen as essential for governments Public officials serve in an expanded public space that is being reshaped by the rise of social networking and modern information and communication technologies The desired results on many public issues exceed the reach and resources of government

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