



## **The Role of Public Administrators in Public Policy Making: Practice and Prospects in Nigeria**

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### ***Abstract***

*This paper ascertains the role of public administrators in public policy making. Descriptive method was adopted in the study. The citizenry, who are the major benefactor of public policy has been sidelined during the policy making process making the entire process faulty and defaulting the modus operandi of the exercise. Unarguably, public policy is a major tool of development at any governmental level and needs to be given adequate attention. Diverse actors involved in public policy making include the governmental actors (legislative, judiciary, executive, bureaucrat) and the nongovernmental actors (political parties, interest group and citizenry). Public administrators ensure the stability of political atmosphere in the country. With their neutrality in the political spheres, they ensure the seamless implementation of government policies without bias or favor, thereby, stabilizing the system. Amongst the problems facing public policy implementation are; deviation from personnel regulation, human resources inadequacy and poor funding. These challenges can be solved by allocating more funds to the public policy sector, ensuring decentralized governance and improved maintenance culture. Public policy being a vital instrument used by public administrations to bring into fulfillment the programs and policies of government in power, decisive and deliberate efforts should be made to ensure the actualization of its goals in entirety. It is recommended that there should be a very strong connecting link between the elites who*

*are the policy makers and the mass – public and that corruption should be reduced in the public service so as to allow free-flow of policy formulation and implementation in Nigeria.*

**Keywords:** Public policy, bureaucrat, public administrator, citizenry, political actors.

## Introduction

Public policy is a principal instrument for development at any governmental level. Government set out its plans and programmes for the people through public policy. The general role of government is to meet the needs and aspirations of the citizenry. Development in Nigeria has lingered majorly because during the years of military rule, the people were scarcely infused into government policy making process. The military government believed it could shadow all problems plaguing the nation. Expectedly, more than three decades of military rule became years of misjudged procedures to planning and development because the citizens being the receivers of these efforts were not really involved in these processes. The result is obvious for everyone to see: massive amplification of unemployment, deterioration and reduction in education standard, rise in school drop-outs, epileptic power facility,

housing crisis, deteriorated health facilities amongst others (Azu, 2016). The return to civil rule in 1999 increased hopes of stemming the tide of socio-economic and political decline in the polity. In spite of numerous reform measures implemented in the period under review, there is no substantive improvement in the standard of living of the citizenry. In most cases, the situation of the people has grown worst! Unarguably, public policy is the most valid means through which things can up-turn for good. But they can ensure the needed changes, if interest groups are accepted and promoted as principal actors in the policy making process and national development.

For instance, in advanced democracies, interest groups (majorly the people at the grassroots) intentionally sought after by political actors who see their closeness to the electorates as a means to know their

demands and improve on the quality of public policies and ultimately attain the goals of sustainable development.

## **METHODOLOGY**

The research work explores primary and secondary sources of materials in simple random which implies the role of public administrators in public policy making: practice and prospects in Nigeria, data from textbooks, journals, newspaper, magazine, internet and libraries were made use of.

## **PUBLIC ADMINISTRATION**

This term, public administration, may be adopted to refer to five major phenomena. These are: (a) As a discipline, (b) As the art of managing or playing leadership role in the public sector, (c) As the role of public servants, (d) As managing public affairs, (e) As special administrations as they relate to management in the public sector.

The types are explained here under: As a discipline, Public Administration is a discipline in Management Sciences in Nigerian Universities and some other tertiary institutions. Other disciplines in Management Sciences are Accounting, Business Administration, Banking and Finance, Management, Actuarial Science, Insurance, Entrepreneurship Development, Finance, Marketing, Local Government Administration, etc. Management sciences concern themselves with ideas, concepts, principles, theories and their applications for ensuring efficient goals attainment of organizations in private and public sectors.

Public administration, as a discipline, treats ideas, concepts, principles and theories and their application for management of organizations. It pays a particular attention to organizations in the public sector. It may be added that because of similarities of the ideas, principles, concepts and their applications in Management Sciences, the knowledge of Public Administration is relevant to management in the private sector just as knowledge of other discipline in Management Sciences may also apply to management in the public sector. So, Public Administration, as a discipline concerns itself with ideas, concepts, principles, theories and their application to playing leadership role in an organization in the public sector which are also largely applicable to the private sector.

As an art, Public Administration concerns itself with management or playing leadership role with a primary focus on the public sector. This refers to

performance of the functions of managers or executives or administrators. These functions are explained under conceptualization of management and administration in this chapter. When seen as works of public servants, Public Administration is also an art which may be seen in what public servants do. These are basically functions of the administrative professional, executive, technical and clerical facets of the public service.

Public administration may also be seen as management of affairs of the public. When viewed as what public servants do, public administration is limited to working in organizations in the public sector. The difference is that there are works in managing the affairs of the public that are done outside the organization in the public sector. The role of the public work may be formal, semiformal and informal. Informal roles are played for public benefit, particularly, without formal government remuneration. Here we can talk about some community works, neighbourhood watch or vigilante, repair of community roads, infrastructures, helping accident victims, education of members of the public, informal peace building, etc. Public administration is sufficiently elastic to include the works of non-public servants who manage the affairs of the public in formal organization in the public sector. Examples are members of council, boards, consultants, contractors, etc, who serve organizations in the public sector. They also include nonpublic servant public officers like the traditional rulers, informal community leaders, elders handling community disputes and conflict, age groups serving the community, etc.

## **PUBLIC POLICY**

According to Akhakpe (2014), public policy is what government does in order to meet the yearning, desires, aspirations and demand of the citizenry. This could be in the manner through which actions and decisions are taken in the realm of distribution and redistribution of resources to the society and regulation of viable and relevant policies. Noteworthy, these actions and initiatives need not necessarily originate exclusively from the government, the citizenry can as well initiate the reforms. Nevertheless, the people's initiatives and ideologies must pass through the relevant governmental procedures and appropriately recognized by the government before it could be referred to as public policy.

Over the years, public policy has been a decisive tool for the government to enhance the wellbeing of the people they are primarily meant to protect and serve. This justifies why the concept of public policy has received lots of

attention from scholars. But there have been diverse views about the concept. Sharma, Sadama and Kaur (2012) opined that public policy is the relationship between government and its unit environment. On the other hand, Henry (2008) sees public policy as a course of action adopted and implemented by the government. Azu (2016) also defined public policy as the declaration, determination and crystallization of the intention and desires of the citizenry. The expectation of the community could be provision of good water, infrastructure, ultra modern amenities, good roads and health facilities amongst others. The success of public policy is largely influenced by the participation of the people in policy making.

### **DOMAIN OF PUBLIC ADMINISTRATORS**

If you look at the entities in which public administration as an art takes place, you will find that they may differ from one state to another. In Nigeria, they are at various levels of government, the ministeries, public enterprises, special There are major titles or terms given to officers that carry out public administration or those that serve the public that need to be clarified. This is done as follows.

**Public Officers:** These are officers whose official duties are to serve the public. These are those holding public offices who are not public servants and those who are public servants. Traditional rulers, legislators, members of Boards of organizations in the public sector are public officers.

**Public Servants:** These are public officers who are not holding political offices or traditional rulership positions. They include civil servants and public officers in other organizations in the public sector.

**Civil Servants:** These are public servants who belong to the unified public service structures. They are basically in the ministries. They are also public officers. There is an arrangement strange to public service that has been in practice in Nigeria in recent years which has found itself in some laws and regulation. It is a practice where some political office holders like the legislators claim to be civil servants so that they can be entitle to retirement.

### **PUBLIC ADMINISTRATORS AND PUBLIC POLICY MAKING**

One fact has already been indicated. It is that there are great similarities, and infact, largely the same, in the terms concepts principles, and theories of management and administration in the private and public sectors. This section

focuses on special guides to managers in their administration of organizations in the public sector.

1. Managing public budget is an area of special attention in the public sector. In the public sector, a public budget *is* a law. In the private sector, the budget is not a law. So, there is a special attention paid to the political and legal implications in managing public budget. According to Azelama (2021), such managing entails public budget formulation, authorization, execution and accountability. This is a public servants' vital area of attention in management.
2. In managing the public sector, laws and regulations dictate what you must do. This is unlike management in the private sector in which law tells you what to avoid. This is because administration in the public sector is about law enforcement and public policy implementation.
3. Industrial relation in the public service is a special area of attention in management in the public sector. There are three major areas attention is paid to by manager in public sector in industrial relation. The first is that public service rules and culture form a part of industrial relations in the sector. The rules are adhered to. The second is that public servants play the interversionist role in industrial relation in both the public and private sectors. The third is that industrial relation by public servants entails waging a struggle against government within the law. The fourth is that industrial relation by public servants cannot be devoid of political influence by the union leaders, who, though as public servants, are supposed to be politically neutral.
4. Elections and coups largely affect conduct of public administration. This is because they often lead to change. With elections there are often changes in political offices. particularly in the legislature and executive. With a military coup, apart from changes in political offices, there may be changes in the structure of governance. The required adjustment as a result of these changes has to be handled by the managers in the public sector.
5. A change in constitutions and other laws often leads to relying on public servants to manage the changes to ensure efficient public service. Decrees and edicts brought about by military intervention require the public servants to manage.

5. Where there are changes in ideology, it is the duty of managers in the public sector to manage the changes. This is for continuity of governance and ensuring that the goals of the new changes are met.
7. The public servants participate in collective bargaining on behalf of the government. It may be on efforts to introduce changes in the reward and remuneration system. These are changes that may affect the public and private sectors.
8. Intergovernmental relations are basically managed by public servants. Although the political office holder plays some role, the advice and implementations needed are usually provided by managers of the public sector.
9. Managers in the public sector play a fundamental role in managing reforms and national development. The part played by managers in the private sector in this area is determined basically by the public servants. These roles are played through public budgeting, development planning, managing inflation, employment, investment, taxes, standard of living, debts, value of money, economic relation, etc.
10. Servicing the legislature, executive and judiciary is an area that affects managers in the public sector. Public servants are posted to work in these structures. They find themselves playing roles in these structures. Also, decisions of the institutions are implemented by the public servants.

### **APPROACHES AND METHODS OF PUBLIC POLICY ANALYSIS**

The approaches focus on different methods which may be adopted in public policy analysis. The nature of the policy and purpose of the analysis may determine the approach adopted. They are discussed hereunder.

**The Descriptive Approach:** This approach attempts to explain and describe the public policy analysis. It tries to explain the underpinnings of the policy. This relates to the background, history, causes, development, implementation, process and problems or challenges of the public policy. It may be adopted in analysis of state policy, sub-state policies, the process adopted the results and the problem. Ikelegbe (2006) identified some of the problems associated with this method or approach. They usually fall under academic public policy. This means that they do not often emanate from the thirst or eagerness of the client or those affected to ascertain the benefit of the public policy. They usually seek to explain the purpose, the process, adopted in making the policy, the

implementation, the result and the problem of the public policy. Descriptive approach may be quantitative. Generation and analysis of data have become a prominent aspect of public policy analysis. There is often an emphasis on theoretical questions. This may relate to stating research questions or hypothesis in it, a relationship between dependent and independent variables may be establish.

**Prescriptive Approach:** It is basically concerned with ensuring that appropriate method is adopted and policy performance determined. Prescriptive analysis is often analytical. It emphasis the social science research method. So there is an emphasis on policy science which is centred around adoption of science as an epistemology. The scientific, process is thus adopted in the analysis. This method also places much emphasis on goals and problems oriented investigation. Techniques and model to be adopted are clearly marshaled out. Prescriptive approach may be prospective. This means that when the plan is put in place, an analysis can be done before the implementation. This is to carry out a kind of feasibility study to ensure the appropriateness of the planned policy before its implementation. The approach could be retrospective. This means that it can be an analysis of a policy already implemented. In that case, the process of implementation, the result and the post-implementation challenges can be investigated or analysed. It is also prospective when an on-going implementation is evaluated.

**Micro-Approach:** Under this approach, the scope of the policy analysed is not broad and complex. It is also referred to as the case study approach. A public policy can be analysed by looking at the problem, policy formulation, implementation and result. Micro approach is adopted when the analysis is on a particular organization. It may focus only on formulation or implementation, impact, etc. It may focus on investigation of documents on a chosen aspect of a policy. This approach may be adopted in prescriptive and descriptive public policy analysis. This approach is criticized as often being narrow, particularly when it covers only an aspect of a few aspects of the public policy.

**Macro-Policy:** This analysis is broad in scope. It can be used to analyse policy that cover a big and complex organization. It can he adopted to cover many organizations or cut across ministries, departments, etc. It may be adopted to cover regimes. The approach is also usually comprehensive. It covers various stages of the policies. This may begin with activities before the policy



formulation, implementation, results or impact, successes recorded, areas of failures, problems thrown up and policies required to solve the problem.

### **TYPES OF PUBLIC POLICY**

Different instruments can be used to classify public policies. One of the instruments is level of authority in a federal system. When this is adopted, one can talk about federal policy, state policy, as federated units are called in Nigeria, and local government policy. In Nigeria, an assumption that a local government is the last or smallest governmental unit in political geography does not perfectly fit into reality. This is because in some part of Nigeria, districts are recognized as political and administrative units. Their heads receive remunerations from governments. They are recognized for opinion gathering and dissemination of information. The same applies to clans that may be called kingdoms in some parts of Nigeria. Ikelegbe (2006) observed that public policy may also be classified along the nature of service rendered. In this case, the resultant types are foreign policy, defence policy, education policy, health policy, agricultural policy, industrial policy, security policy, electoral policy, religious policy, etc. Lewis (1964) classified public policy the intention, beneficiaries or clientele, issues and operating process.

**Yehezkel Dror's Classification:** Dror (1973) classified public policy adopting two major instruments. The first one is the role of the public policy while the second one is the source of the public policy.

**Rule as instrument of Classification:** When Dror (1973) used role as the instrument of classification, he came up with the following types.

**Distributive Policies:** These are policies designed to distribute values incrementally to a group or dispense to different strata or segment of the socio-economic system or the population. They are policies meant to favour, patronize, provide benefit for targeted people, institutions, groups, sections, etc. In such a situation some groups not favoured may react. This can lead to getting their own another time. Benefits of different values may be preferred for them. Distributive policies are usually made and implemented in a way to ensure that conflict between those who receive and those who do not receive is nipped in the bud. A segment which is convinced that it will benefit, in turn, from the policy or a compensatory policy is likely not to withdraw support from government for the temporal deprivation.

There are many values that are usually dispensed through distributive policy. Examples are infrastructures like roads, railway, harbours, airport, electricity, pipe borne water, schools of different categories, health facilities and recreation centres. They are also contract, appointment into political and non-political positions in the public sector, etc. Politicians in power often use distributive policies to compensate for support or to attract support. This does not suggest, however, that national coverage once for all is entirely rejected in making and implementing distributive public policies.

**Regulatory Policies:** These are the policies that guide provision of services that regulate performance of government functions. They often relate to law making, rules and regulation, rendering services, etc. They are geared towards meeting certain regulatory objective and goals. They are usually in the areas of regulating prices, inflation, employments, stimulating investment, conflict prevention and handling, government image building internal in the international system, encouraging success of firms in the private sector, determining content and directions of education in line with the goal of the state etc. It is important to ensure that the policies are made in a way that those deprived by any policy have their pains alleviated. This may be built into the policy. It may require another policy put in place to compensate or ameliorate the sufferings of those affected.

**Redistributive Policies:** ‘These policies are made to provide for those who are deprived or disadvantaged or those who are experiencing sufferings due to poverty health challenge, unemployment, business problems, disasters, calamity, violence, natural calamities, old-age, gender discrimination etc. Redistributive policies are usually targeted at particular populations, constituencies groups, classes, etc. They usually generate reactions from those who feel that they should have been affected. They also offer an opportunity for targeted groups to give support to government. They have a tendency to generate class interest, we divide and mutual suspicion.

In Nigeria, distributive policies have been made in the areas of tax, welfare programmes, indigent scholarship, subsidies, etc. Lewi (1964) argued that redistributive policies aid stability, clarity and consistency. They therefore attract trust for government.

## **THE ROLE OF PUBLIC SERVANTS IN PUBLIC POLICY**

According to Okafor (2005), bureaucracy plays vital and convincing role in the development of public policy and by extension, the development of the country. Even if bureaucratic isn't a sufficient tool for economic development, it is a vital tool that plays critical role in policy implementation. Bureaucracies (public administration) wield massive influence in the public policy process, thereby accomplishing some key functions in the public sector.

### **a. Administration**

The main role of public administration is to enact government policies, principles and laws. It is responsible for management government businesses. This shows the reason bureaucracy is sometimes tagged as administration while the political sector is tagged government. This differentiates the policy enactment role of public administrators from the decision making functions of political executives. Most civil services are majorly involved in the administrative duties, spanning from the implementation of welfare and social security organ to the implementation of the economy, the consenting of licenses and enactment of information to the citizenry.

### **b. Policy Advice**

The political relevance of public administrators emanates from its function as the chief source of information and advice to the government. Public administrators relate with the people at the grassroot and hence are exposed to the situation of the citizenry from the very root. Hence, they are positioned to advice the executive and power holding officials on critical public policy to be embarked on. This all-time important function demarcates the senior civil servants that have direct access to the political executive elites and have major influence in public policy, from middle and junior civil servants who majorly carry out administrative functions. Hence, political relevance of public administrators focuses on the influential political actors in the country to properly represent the citizenry at the grassroot level (Ugo & Ukpere, 2011).

### **c. Articulating interests**

Public administrators functions in the articulation and aggregation of pressure group to their interest. Public administrators relate convincingly with interest group as a result of their involvement in policy formulation and implementation. Bureaucratic also ensure a coordinating alliance between interest group and public elite public servants to limit the conflict amongst them and pursue a common goal.

#### **d. Political Stability**

Public administrators ensure the stability of political atmosphere in the country. With their neutrality in the political spheres, they ensure the seamless implementation of government policies without bias or favor, thereby, stabilizing the system. This role is a very vital function of the public administrator as it boost the confidence of the people and ensure trust is always at work across the hierarchy.

### **ACTORS INVOLVED IN POLICY MAKING PROCESS IN NIGERIA**

In any given country, public policy is being managed by government and non-governmental institutions. These bodies constitute themselves as viable actors in the policy making and implementation. According to Ikelegbe (2006), the following are the actors involved in policy making process in Nigeria:

#### **Governmental Actors**

##### **a. The Legislative Bodies**

The legislative is primary saddled with the responsibility of enacting laws in the country. Hence, they take the lead in initiating, formulating, implementing, controlling and reviewing relevant policies. The legislative arm overshadow the executive in policy making as it enacts popular opinion and they basically involve in making the country's laws, controlling and overseeing the executives in the control and checkmating of expenditures. The citizenry are represented by the legislators from different geopolitical zones in the country and they are saddled with the responsibility of initiating and formulating public policies in the interest of the citizens. In essence, the legislative is the main parastatal that receives the demand from political associates, groups, institutions, communities and individuals for enactment of public policy. They further identify, communicate, discuss, reconcile, compromise, mediate the diverse reports gotten into policies. The policies that originate from these sources can be polished by the legislatures or members of the executive branch and made into laws (Ajaegbu & Eze, 2010).

##### **b. The Executive**

The executive refers specifically to the chief executive officer of a country (president), its ministers, top political appointees, advisers and assistants. The executive have the responsibility and powers to implement different policies.

Constitutionally, it is charged with the responsibility of monitoring, surveying, managing and coordinating the administrative departments and agencies responsible for enacting relevant policies. The influence of the executive arm of government is spans through initiating, enacting, implementing and management of public policies through its constitutional powers, obligations and activities. The executive arm is an articulated determinant factor in the initiation, formulation, controlling and management of public policies. The policies enacted by the executives are passed to the legislative where they subsist. In the legislative flour, the executive rally and influences legislators to deliberate and approve the polices through the deployment of enormous resources. The executive is able to influence legislators during policy formulation because of its primary resources in the whole political process.

**c. The Judiciary**

The judiciary consists of the judges and courts vested with the responsibility of interpreting the law in line with existing constitution and arbitrate conflicts and crisis arising from diverse institution of government, individuals and groups. They also possess judicial review power which empowers them to examine and determine the constitutionality of the executive, legislature and bureaucratic policies and policies. With this, the judiciary checkmates the actions of the other arms of government and ensures they operate within the spheres of the law. However, the responsibility of arbitration, enacted on the judiciary to interpretation and review laws in the country puts the judiciary in the spotlight of policy making. They also possess the power to make pronouncements as to the fairness and legality of laws or proposed public policies. The judiciary can make policies as well as stop policies by declaring them null, void and unlawful. They can also change the direction of policy implementation and enhance the policy weight of its legality and propriety to an alternative policy or probably scrutinize the implementation procedure; especially the manner and conduct of bureaucratic officials and implementation. It is noteworthy that the judiciary is an intercessor of conflict and finalizes disputes in the course of enacting public policy. It regulates the activities of governmental actors in cognacs amongst themselves and between diverse groups of interest it the polity (Dahida & Maidoki, 2013).

#### **d. The Bureaucracy**

Bureaucracy is a foremost organizational framework within which public policy making, evaluation, implementation and management takes place. The bureaucratic impact is huge in the policy process that where the administrative policy making and bureaucratic policy has been a popular concept in policy studies. The contemporary idea of public bureaucracy's function in public policy is the ensuring the implementation of public policy in terms of skills, expertise and competence.

### **Non-Governmental Actors**

#### **a. Political Parties**

Political parties immensely influence public policy and policy process in diverse ways. Majority of the influence weighed by the political parties arise from their ability to influence political process. The primary aim of political parties is to win electable positions by fielding party leaders who select candidates and programmes to scrutinize and mobilize people so as to earn their massive supports, identify with them and eventually vote for them. The electoral victory if a political party is essentially a victory certain front persons with their individual perceptions, norms, preferences and values. Also, they are tied with policy preferences, choices, perspectives and present policy options to the general public. It narrow down to the fact that elections are actually influenced by choices and judgments in place of policy performance. Political parties therefore help in articulating and aggregating policy issues as well as initiating and formulating proposed public policies. Political parties envisage the demands, prospects and interest of their card-carriers, supporters and general public and intercede needed compromise which aggregate them into the course of the enacted policies.

#### **b. Interest Groups**

Interest group is an assembly of individuals with common interest, features and relevant interactions. They primary exist for a purpose; to enact, project, pursue and implement common interest. They are fully involved in the decision making process of policy enactment as the communicate with both governmental and non-governmental actors in the process of policy making since their common

interests are affected by governmental interventions and regulations. This being the primary reason why interest groups are actions in the public policy process and they are able to influence the process at every stage (Akhakpe, 2014).

**c. The Citizenry**

In a democratic setting, the citizenry of a nation are much more important in the policy process. In advanced countries, they are known as the major actor of public policy. One major reason for this is that they represent the human environment of the policy. The human environment's values, preferences and demands represent the major environmental influence on public policy. Secondly, the citizenry are the ultimate recipients of public policy, hence, they make demands for these policies and become the targets. Finally, democracy has given the power of the government to the people. Hence the elect, support or reject governmental actors and the policy they represent (Ikelegbe, 2006).

## **PROBLEMS CONFRONTING PUBLIC POLICY IMPLEMENTATION IN NIGERIA**

The following are the factors limiting public policy implementation in Nigeria

**a. Deviation from Personnel Regulation**

Personnel requirements allows direct specification for entry into the bureaucracy, promotion procedures as well as dismissal procedures. Theoretically, positions are expected to be occupied by candidates with qualified credentials to occupy the offices and based on merit. However, political affinity, family relationship, ethnic and religious forces have become relevant considerations in selecting personnel and this has resulted in the deposit of personnel into offices they are not qualified for, thereby, tainting and haunting the entire hierarchical system.

**b. Human Resource Inadequacy**

As a result of 'back-room' employment of personnel with unworthy qualifications, the employees lack basic technical skills needed for their positions. This has massively dwindled the efficiency of policy making in the country. As a result, on-the-job training has become tainted, weak and ineffective. Also, norms and professionalism needed for the job are lagging and this is a major setback in policy implementation and actualization.

**c. Bureaucratic Corruption**

Corruption is major limiting factor of public policy. Bribery and corruption are two deadly factors that have rooted massively in the Nigerian public service. According to Mclean and McMillan (2003), corruption occurs when an official gives benefits and dividends to a group or individual who is unqualified in exchange for an illegal and abusive payment. The worst form of it all is that, corruption is found in both low and high places in the hierachial system of government thereby becoming a challenge no one is willing to fight. The whole system becomes tainted with the evil menace and continuously gains root as the clock ticks.

**d. Lack of Executive Capacity**

In as much as the citizenry is involved in policy making, the lion share is vested on the executive. Besides, it only becomes a policy when the executive has adopted it. Accepting to enact a policy is not enough for the executive, the motivation, enthusiasm and capacity to implement the policy is. For instance, some poverty alleviation programs birthed by the military governments of former presidents (General Ibrahim Babangida and Sani Abacha) became victims of inadequate monitoring agencies and lack follow-up executive capacity to evaluate the success and implementation of these programmes.

**e. Poor Funding**

For policy to be effectively implemented, adequate funding is a determinant factor. Unfortunately, lack of funding for projects that touches the grassroots is a major challenge of policy implementation. Absolute lack of fund for relevant projects and programs has become a limiting factor to policy initiation. Ikelegbe (2006) opined that government do not budget enough for public policies. According to Nwachukwu (2011), the National Poverty Alleviation Policy which was beautifully caved, failed as a result to inadequate fund.

**PUBLIC ADMINISTRATORS IN PUBLIC POLICY MAKING: WAY FORWARD**

**a. Appropriate Personnel Recruitment Standard**

Recruitment, positioning and promotion of public officers should be based on merit principle. Family ties, sentiments, religion, ethnic, federal character should be sidelined while make decisive decisions about personnel. Sentimental



consideration during recruitment breeds injustice, mediocrity, biasness, and all round ineffectiveness in the public service delivery. Likewise the civil service, which is the last chance of common man, should be allocated to people with proven quality, relevant academic and technical skill and possess the right motivation towards serving people.

**b. Strong Political Leadership Founded on Patriotism**

Political leaders with strong will founded on patriotism are a vital point to having great public policy that is citizenry motivated. Such leader is expected to place in programs and structures that will re-activate the original purpose of bureaucrats while ensuring the basic objective of public and civil service are well respected. Patriotic leaders will oversee the general process of the service and ensure all public policies are not marred by powers beyond the law.

**c. Decentralized Administration**

The decision making process of public policies should be decentralized. This ensure the policies and programs that ensure grassroot participation in the decision making process are encouraged. This gives more power to the people and democracy becomes strengthened.

**d. Increased budgetary allocation for projects implementation**

With the widely acknowledged inadequacy of service delivery in Nigeria, enough funds is expected to be released into designated public programs. The public policies and reforms in Nigeria should be given adequate attention in terms of finance and others. The needed funds should be allocated to the projects to further drive in the demands of the people and ensure their voices are heard.

**e. Improved Maintenance Culture**

To salvage the challenge of poor maintenance culture, the government should prioritize absolute maintenance of resources, infrastructures and policies. Unhealthy bottlenecks and unwarranted delay in rendering vital services should be replaced with motivated and productive attitude of work. Policies enacted should be followed up and monitored till landmark realization.

## **PROSPECTS OF PUBLIC POLICY**

Public policy is integer to governments, public sectors, private sectors, NGOs and individuals. The time taken to implement public policies vary. Some could take weeks, months or even years to make, but once made, are major reference

and consolation or otherwise to the government and general public. Public and private entities spend quality time analyzing policies and insinuating how it can be implemented.

Being a general concept, families, clubs, cultural groups, communities, government parastatals and nongovernmental organizations, small scale and large scale businesses make policies in their different capacities. However, the major focus is always centered on government policies since it direct the economy and reshape the society so as to make the society governable and lawfully maintained. In Nigeria for instance, public policy is a paramount concept because it's a baseline for channeling development (Azelama, 2021). Public policies are made by diverse political institutions which include the judiciary, parliamentary, political parties and political executives (Ikelegbe, 2006). Meanwhile, in scenario of representative democracy, it's the non-governmental actors and agencies also known as interest groups that facilitate public policy and its implementation. Furthermore, in advanced democracies, the government ensures that citizenry interests are well considered and integrated into every policies enacted. In the United States for instance, government officials during the inception of public policies, go out of their comfort zones using diverse means possible ensure people's interest are respected and implemented in the proposed policies.

## **CONCLUSION**

Public policy is a vital instrument used by public administrations to bring into fulfillment the programs and policies of government in power. Hence, decisive and deliberate efforts should be made to ensure the actualization of its goals in entirety. To bring the assertion into reality, interest groups are some of the catalysts that fast track public policy making and ensure the seamless implementation of its decisions to further enrich the people in the grassroot. In as much implementation of public policy is vital, it is also a paramount procedure that adequate financial commitment be made into the policies, decentralized administration should be enacted and high maintenance culture should be practiced.

## RECOMMENDATIONS

The following recommendations are hereby made:

- a. That there should be a very strong connecting link between the elites who are the policy makers and the mass – public. If this is done it will reduce the tendency of imposed policies from the top. An enabling environment should be created where policy making should be participatory. Public awareness should be created; the civil society groups, professional bodies, organized private sector, and the mass- public should be given the opportunity to present their proposals for policy making and implementation, there by connecting the nexus between the government and other professional bodies.
- b. One of the problems associated with policy implementation in Nigeria is that of lack of adequate funds. In Nigeria, more often than not, programmes and policies are beautifully designed but the matching revenue to implement these policies is a big problem. It is therefore recommended that monies should always be released to ministries, parastatals, department and agencies. So as to enable them implement their programme and activities.
- c. Finally, it is recommended that corruption should be reduced in the public service so as to allow free-flow of policy formulation and implementation in Nigeria.

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