

Public Awareness and Quality of Service Delivery in Selected Ogun State Agencies

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Certification

This is to certify that **ADESANYA Oluwabukunmi Adedotun**, with matric number **LCU/PG/002517**, carried out this research work titled “**Public Awareness and Quality of Service Delivery among Selected Ogun State Agencies**” in the Department of Politics and International Relations, Faculty of Management and Social Sciences, Lead City University, Ibadan, Oyo State, for the award of a Master’s Degree (M.Sc.) in Public Administration and that this work has not been previously submitted.

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Dedication

This research is dedicated to God Almighty and to myself, who chose to undertake this experience.

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Acknowledgement

This research was conducted under the auspices of Lead City University, Ibadan, Oyo State, Nigeria. I acknowledge the use of the university library and facilities during the course of the study. I also utilised Olabisi Onabanjo University Library, Ago-Iwoye, and the National Library of Nigeria, Abeokuta Branch. Field data were collected from various locations across Ogun State, where the cooperation of residents and aides significantly contributed to the completion of this study.

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Even though the above-mentioned institutions and persons have assisted in the process of this research work, I alone stand responsible for the errors, if any, found in the work.

Abstract

This study appraises the impact of agencification in public service delivery by examining the perceptions of residents in Abeokuta, Ogun State. The background of this research stems from Nigeria's ongoing pursuit of better public service delivery, which has led to the adoption of "agencification," the creation of semi-autonomous government agencies. However, its success is often debated, with concerns about public awareness, accessibility, and accountability. Unlike previous research that focuses on internal performance metrics, this study addresses a critical gap by focusing on the public's satisfaction with these agencies. Guided by the principles of New Public Management theory, the research employed a descriptive survey design, collecting data from a sample of 384 residents via structured questionnaires. The data was analysed using descriptive statistics, including frequencies and percentages, to assess how public awareness and service accessibility influence residents' interaction with these agencies, their perceptions of service quality, and their satisfaction with accountability and responsiveness. The findings reveal a significant gap between the agencies' service delivery and public expectations. Specifically, residents have a limited understanding of the specific roles and functions of these agencies. The study also found that, despite some satisfactory services, notable issues exist, such as irregular waste collection by OGWAMA and poor road maintenance by OGPWA. Furthermore, public satisfaction with the agencies' accountability and responsiveness was found to be generally low, with many residents feeling that their feedback and complaints are not adequately addressed. The study concludes that the practical effectiveness of agencification depends heavily on public perception. For it to be truly effective, the study recommends that agencies like OGWAMA and OGPWA must improve public awareness, enhance service quality, and establish robust mechanisms for accountability and responsiveness.

Keywords: Agencification, Service Delivery, Public Works, New Public Management, Autonomy, Accountability, Public Satisfaction

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List of Acronyms

Acronym	Full Meaning
OGWAMA	Ogun State Waste Management Authority
OGPWA	Ogun State Public Works Agency
NPM	New Public Management
OECD	Organisation for Economic Cooperation and Development.
FIRS	Federal Inland Revenue Service
IMF	International Monetary Fund
NAFDAC	National Agency for Food and Drug Administration and Control
OGSHIA	Ogun State Health Insurance Agency
KPI	Key Performance Indicator
FEPA	Federal Environmental Protection Agency
DPSA	Department of Public Service and Administration
NNPC	Nigerian National Petroleum Corporation
TSA	Treasury Single Account
TRACE	Ogun State Traffic Compliance and Enforcement Agency
NCC	Nigerian Communications Commission
OGEPA	Ogun State Environmental Protection Agency
OGPHCDB	Ogun State Primary Health Care Development Board
NERC	National Electricity Regulatory Commission
FRCN	Federal Radio Corporation of Nigeria

Chapter One

Introduction

1.1. Background to the Study

Service delivery has undergone significant transformation over the years, driven by global efforts to address challenges in public administration. These reforms aim to balance bureaucratic autonomy with integration, leading to the adoption of New Public Management (NPM). A key feature of NPM is agencification, which involves transferring government functions to specialised agencies outside traditional ministerial departments. This approach has gained prominence in Nigeria's public sector reform agenda to tackle bureaucratic inefficiency, corruption, and service delivery gaps that have long plagued the country's public administration¹.

Agencification distinguishes between policy formation and implementation. The formulation of policies should be overseen by a streamlined "core executive," while professional agencies with considerable administrative autonomy should implement policies². These agencies are required to report performance outcomes to the core executive. This reform involves delegating authority to semi-autonomous agencies to handle the implementation of government policies and service delivery. In contrast, the central government bodies focus on policy formulation and strategic direction³.

Historically, various countries have adopted agencification at different times and for diverse reasons, often in response to the inefficiencies of traditional bureaucratic systems. The 1980s marked a significant period of public sector reform, influenced by international financial institutions like the World Bank and the International Monetary Fund (IMF), which promoted the agencification model as part of a broader move toward NPM⁴. Countries like Canada, Japan, and Sweden have implemented agencification in unique ways, adapting the model to their specific political and administrative contexts⁵.

In Sub-Saharan Africa, including Nigeria, agencification has been introduced as part of structural adjustment programs sponsored by international donors, aiming to modernise public administration and improve service delivery⁶. The evolution of public service delivery in Nigeria can be traced back to the colonial era, where services were primarily delivered through centralised bureaucratic systems. Post-independence, the Nigerian government recognised the need for reforms to improve service delivery. In the late 20th century, various reform initiatives were introduced, including the establishment of agencies designed to operate with some autonomy from traditional government structures⁷. Agencification gained momentum with the administrative reforms initiated during the regime of former President Olusegun Obasanjo in 1999. These reforms were part of a broader effort to enhance the productivity and efficiency of public service delivery through the adoption of modern management techniques and the establishment of a service-oriented public sector, as outlined in the 1999 Constitution⁸.

This shift aimed to promote accountability, reduce bureaucratic red tape, and enhance responsiveness to citizens' needs. Agencies at both the national and state levels, including Ogun State, have been tasked with implementing key functions of ministries and departments, thereby separating policymaking from execution. This separation allows government departments to focus on developing policies while agencies are responsible for their implementation and the direct provision of services to citizens. This aims to increase efficiency, clarify responsibilities and accountability, enhance professional administration, and bring services closer to citizens. It also strengthens politicians' ability to guide the administration^{2,9}.

The establishment of agencies such as the Ogun State Waste Management Authority and the Ogun State Health Management Agency reflects the state's commitment to improving service delivery through agencification. These agencies are expected to operate more flexibly and

efficiently than traditional government departments, thereby providing better services to the populace^{10,11}. While there are advantages to agencification, there are drawbacks as well. These include the need for strong political interventions to ensure that agency actions are in line with larger governmental objectives and the difficulty of maintaining coordination and policy coherence across agencies. To assess the success of these changes, pinpoint areas for development, and provide suggestions for enhancing their influence on the provision of public services, empirical research is nevertheless required.

Agencification represents a fundamental change in public administration, offering a means to improve service delivery through more managerial autonomy and accountability. Using this concept is a part of a larger initiative to modernise public administration and provide citizens with high-quality services¹². This research appraises agencification in Abeokuta, Ogun State, from the perspective of the public.

1.2. Statement of the Problem

Agencification, the delegation of government functions to semi-autonomous agencies, has become a hallmark of public sector reform in many countries, including Nigeria, where it is expected to enhance efficiency, accountability, and service delivery. However, based on the empirical findings done before commencing this study, there are several studies discussing this governance model in Western nations, compared to the research on its application and impact in Nigeria, particularly at the sub-national level^{13,14}. The studies call for more empirical work on the actual effects of agencification, especially regarding accountability and performance. The studies also state that while agencification is global, it's anything but uniform. Each country's blend reflects its political, administrative, and cultural setting. This statement draws attention to the potential of agencification in Nigeria.

In Abeokuta, agencies like the Ogun State Waste Management Authority (OGWAMA) and the Ogun State Public Works Agency (OGPWA) are part of government initiatives aimed at improving services in essential areas, such as waste management and road maintenance. Despite these intentions, the success of these agencies in meeting public expectations remains uncertain.

Existing evaluations emphasise internal metrics like operational efficiency and budget use, with limited attention to the public's experiences with the services provided. Residents of Abeokuta, as the direct beneficiaries of these services, offer crucial perspectives on service quality, responsiveness, and overall satisfaction. Without understanding their views, it is difficult to determine whether agencification has genuinely enhanced public service delivery or if further reforms are required to better align agency functions with citizen needs. This gap highlights a significant issue: while agencification aims to improve the efficiency of agencies, the accurate measure of success lies in how effectively these agencies meet community needs. This study addresses this gap by examining how Abeokuta residents perceive the effectiveness of OGWAMA and OGPWA. By focusing on public opinion, it provides a more comprehensive appraisal of agencification, assessing whether the current agency structure meets public expectations and identifying potential areas for improvement in service delivery.

1.3. Aim and objectives of the Study

The main aim of this research is to appraise agencification on public service delivery in Abeokuta, based on the perceptions of residents, with a focus on their evaluation of the Ogun State Waste Management Authority (OGWAMA) and the Ogun State Public Works Agency (OGPWA).

The specific objectives are to:

- i. determine how public awareness and service accessibility influence residents' interaction with OGWAMA and OGPWA.
- ii. ascertain residents' perceptions of the quality of services provided by OGWAMA and OGPWA.
- iii. assess the level of public satisfaction with the accountability and responsiveness of the OGWAMA and OGPWA.

1.4. Research Questions

1. How do public awareness and service accessibility influence residents' interaction with OGWAMA and OGPWA?
2. What are residents' perceptions of the quality of services provided by OGWAMA and OGPWA?
3. How satisfied are residents with the accountability and responsiveness of OGWAMA and OGPWA?

1.5. Significance of the Study

This study is important as it appraises the impact of agencification on public service delivery in Abeokuta, with a focus on resident's perspectives. By assessing public opinion on the effectiveness of semi-autonomous agencies such as the Ogun State Waste Management Authority (OGWAMA) and the Ogun State Public Works Agency (OGPWA), this research highlights how agencification affects service efficiency, responsiveness, and quality from the viewpoint of residents, who are directly impacted by these services. In practical terms, the study provides valuable insights for public administrators and policymakers in Ogun State and other regions, offering an evidence-based assessment of agency performance in essential services like waste management and road maintenance. The findings will support

policymakers in identifying areas for improvement, enabling targeted interventions that align agency functions with public expectations. Moreover, the study's emphasis on resident feedback serves as a critical resource for refining agency accountability, responsiveness, and transparency.

The outcomes of this research have broader implications for governance and public sector reforms. By showing how agencification impacts public service delivery in a resource-constrained environment, the study contributes to policy discussions on governance models that prioritise citizen satisfaction and trust. It serves as a reference point for Nigerian states and other developing nations considering similar reforms, advocating for governance strategies that balance agency autonomy with accountability to the public. Ultimately, this study highlights the value of public opinion as a metric for evaluating government reforms. It encourages future research on citizen engagement in governance and offers policymakers actionable insights to improve public service delivery, strengthen community trust, and enhance the effectiveness of agencies.

1.6. Scope of the Study

This study appraises agencification on public service delivery in Abeokuta, Ogun State, Nigeria, focusing on the public's evaluation of two agencies: the Ogun State Waste Management Authority (OGWAMA) and the Ogun State Public Works Agency (OGPWA). Specifically, the study assesses how residents of Abeokuta perceive the efficiency, accountability, and responsiveness of these agencies in delivering essential public services. The research is limited to Abeokuta metropolis, which includes both Abeokuta North and South Local Government Areas. Data were collected from residents across various areas of the Abeokuta to capture a broad range of experiences and perspectives. It focuses on the following core aspects of service delivery: efficiency, service quality, accountability,

transparency, and public satisfaction. The study focuses on residents' experiences and evaluations of the services provided by the agencies rather than the internal operations, financial performance, or management structure of the agencies.

The study covers the period from 2020 to 2024, assessing public service delivery during this timeframe. This period was chosen to capture recent developments in agency operations and public perceptions, providing a contemporary perspective on service delivery. Additionally, starting from 2020 allows the research to account for potential shifts in service delivery practices influenced by the COVID-19 pandemic, which tested the resilience and adaptability of public service agencies worldwide. This timeframe ensures that the findings reflect both pandemic-era challenges and post-pandemic adjustments, offering valuable insights into the agencies' performance under evolving conditions.

1.7. Limitation of the Study

This study was limited to two agencies, OGWAMA and OGPWA, which may not fully represent the broader scope of agencification in Ogun State. The study relied on self-reported perceptions of respondents, which may be subject to bias. Also, there were difficulties in accessing data, documents, and articles relevant to the field of study. Lastly, the research was conducted within a specific timeframe, limiting its ability to capture long-term trends.

1.8. Operational Definition of Terms

Accountability: Accountability refers to the obligation of government officials and institutions to answer for their actions, decisions, and use of public resources. It involves transparency in decision-making, adherence to rules and regulations, and mechanisms for oversight and scrutiny by elected representatives, civil society organisations, and citizens.

Agencification: Agencification refers to the process of creating government agencies or autonomous bodies with specific mandates to deliver public services or perform regulatory functions. It involves the delegation of administrative tasks and responsibilities to specialised entities separate from central government ministries or departments.

Effectiveness: Effectiveness refers to the extent to which government policies, programs, and interventions achieve their intended goals and objectives. It involves measuring the impact and outcomes of public service delivery in terms of meeting the needs of citizens, improving socio-economic conditions, and enhancing overall well-being.

Efficiency: Efficiency refers to delivering high-quality services in the optimal use of resources, including time, money, and human capital. This involves minimising waste, reducing costs, and maximising the productivity and effectiveness of public service delivery. As well as tailoring services to meet stakeholders' needs and prioritising resource allocation. Additionally, they focus on continuous improvement by adapting based on feedback, investing in staff development, and encouraging innovation.

Public Sector: The public sector refers to the part of an economy that the government controls. It includes various organisations and services that are owned and operated by the state, such as schools, hospitals, roads, and public utilities. The primary purpose of the public sector is to provide essential services that support the well-being of society, often funded by taxpayers and typically not aimed at generating profit.

Semi-Autonomous Agency: A semi-autonomous agency refers to an organisation that is charged with public tasks like policy implementation, regulation, and public service delivery, but operates at arm's length from the government. A government entity with a degree of

independence in decision-making and operations, established to perform specific functions within the public sector.

Service Delivery: Service delivery refers to the provision of government services, programs, and benefits to citizens and residents of a country. It encompasses various sectors such as healthcare, education, infrastructure, social welfare, and public utilities to meet the needs and improve the well-being of the population. It is the provision of services by the government and its agencies to meet the needs and demands of citizens.

Stakeholders: Stakeholders are individuals, groups, or organisations that have an interest or stake in the outcomes of government policies, programs, and initiatives. They may include government officials, civil society organisations, private sector entities, international organisations, and citizens.

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Chapter Two

Literature Review

2.1. Conceptual Review

2.1.1. Agencification

Agencification is a concept inherent in public administration and governance reforms, and it has its roots in the broader public sector reforms that emerged in the late 20th century, particularly within the New Public Management (NPM) framework, which emphasised managerialism, decentralisation, and the adoption of private sector practices in the public sector¹. It refers to the creation of semi-autonomous agencies by the government to deliver specific public services or regulatory functions, to enhance efficiency, accountability, and performance². These agencies operate with greater flexibility and managerial independence than traditional bureaucratic departments. Agencification involves the delegation of public service functions to specialised agencies that operate with a certain degree of autonomy from traditional government departments³.

In recent decades, agencification has become a significant reform strategy in various countries, driven by the desire to modernise public sector operations and to improve the quality and effectiveness of public service delivery. In developed economies, agencification was often motivated by a desire to separate policymaking from service delivery, thereby reducing political interference and improving accountability through performance-based management. Developing countries later adopted agencification, often as part of broader structural adjustment programs encouraged by international financial institutions like the World Bank and the International Monetary Fund (IMF)². In these contexts, agencification was seen as a tool to modernise the public sector, reduce inefficiencies, and foster economic development by improving public service delivery.

The idea is that by creating agencies with more focused mandates, these entities can manage resources, personnel, and operations more efficiently, free from the bureaucratic constraints of central government structures. Agencies typically operate under performance contracts or objectives set by the parent government but enjoy significant discretion in how they achieve those goals⁴. Agencification was seen as a solution to the inefficiencies associated with large, centralised bureaucracies. Agencification is often driven by the belief that it can lead to greater efficiency in public service delivery². Governments, particularly in developing countries, may face resource constraints, bureaucratic inefficiencies, and political pressures, which can hinder effective service delivery. The creation of specialised agencies is seen as a means to streamline functions and focus on results rather than procedures⁵.

Additionally, agencification is viewed as a means of enhancing accountability. By separating regulatory or service delivery functions from the direct control of politicians, agencies can potentially operate more impartially and transparently. Performance-based contracts and public reporting requirements also contribute to better accountability frameworks³. Agencification aims to foster innovation and flexibility in public service delivery. Agencies are typically given the flexibility to experiment with new ways of delivering services and managing resources, which can lead to innovative approaches that improve outcomes for citizens⁶.

In Nigeria, agencification gained significant traction as part of the New Public Management reforms during the presidency of Olusegun Obasanjo in 1999. His administration undertook a comprehensive review of practices and procedures across all ministries and government departments. The goal was to introduce modern management techniques and procedures, aiming to boost productivity and improve service delivery to the public. This marked a shift toward more efficient governance practices in the country⁷. These reforms were aimed at

addressing the inefficiencies and corruption endemic in the Nigerian public sector, which had been characterised by over-centralisation, poor service delivery, and a bloated bureaucracy. Agencification in Nigeria was part of a larger strategy to decentralise public administration, promote managerial efficiency, and improve service delivery⁸.

The introduction of semi-autonomous agencies was intended to create specialised bodies that could operate with greater autonomy, focus on specific sectors, and be held accountable through performance-based evaluation. Key milestones in Nigeria's agencification process include the establishment of agencies such as the National Agency for Food and Drug Administration and Control (NAFDAC) and the Economic and Financial Crimes Commission (EFCC)⁹. These agencies were created to tackle specific challenges in public health and anti-corruption, respectively, reflecting the government's commitment to addressing critical governance issues through targeted institutional reforms.

Ogun State, like many other subnational entities in Nigeria, adopted agencification as a strategic response to improve public service delivery within the state. The adoption of agencification in Ogun State can be linked to Nigeria's implementation of the NPM system⁶. One notable example of agencification in Ogun State is the establishment of the Ogun State Waste Management Authority (OGWAMA). OGWAMA was created to address the challenges of waste management in the state, which had become increasingly complex due to rapid urbanisation and population growth. The agency was designed to operate with a degree of autonomy, allowing it to manage waste collection, disposal, and recycling services more efficiently than traditional government departments¹⁰. The creation of such agencies in Ogun State reflects the government's recognition of the need for specialised, performance-driven entities to tackle specific governance challenges and improve the overall quality of public service delivery.

Key Characteristics of Agencification

- i. **Autonomy:** One of the core elements of agencification is the autonomy granted to agencies, allowing them to operate with fewer constraints compared to traditional public institutions. Agencies are usually given operational independence in terms of human resource management, financial management, and decision-making processes¹¹.
- ii. **Specialisation:** Agencies are typically created with specific mandates, such as regulating a particular industry (e.g., energy or telecommunications) or delivering specific services (e.g., social services or health care). This specialisation allows agencies to develop expertise and focus on providing quality outcomes in their respective sectors¹².
- iii. **Performance Monitoring:** Agencification does not imply complete independence from government oversight. Instead, agencies are often subject to performance contracts or service delivery agreements, where they are held accountable for achieving specific goals or targets¹³.
- iv. **Legal and Financial Frameworks:** Agencies may be established under different legal frameworks than traditional ministries. Many are statutory bodies, and their funding may come from both government allocations and fees charged for services, further reinforcing their semi-autonomous status¹.

Link Between Agencification and Public Service Delivery

The relationship between agencification and public service delivery is a complex and multifaceted one, grounded in the broader context of public administration reforms and particularly associated with the principles of New Public Management (NPM), aimed at enhancing effective and efficient service delivery to the public¹⁴. In Nigeria, as well as Ogun

state, the adoption of agencification was driven by the goal of transforming the state to serve the populace better. The country has long struggled with several challenges. Major states like Lagos, Ogun, and Oyo, among others, have been burdened with issues such as traffic congestion, double parking, and bus drivers obstructing roads to pick up passengers. These issues have obstructed the States' vision of becoming world-class cities. To address these problems, the governments turned to agencification as a tool for improving public service delivery⁷.

Agencies are given a certain degree of autonomy and often operate with some distance from their political leaders. While the nature and scope of agencies may differ from country to country, a common belief is that their creation reflects a government's modern and progressive approach to managing the state for greater efficiency and improved outcomes¹⁵. In Ogun State, agencification is evident with the establishment of agencies like the Traffic Compliance and Enforcement Agency (TRACE), which operates independently with some autonomy to manage traffic and enforce road laws, including penalising offenders. Agencification strategies have been successfully implemented in several developed countries, including Belgium, Sweden, Germany, the Netherlands, the United Kingdom, and the United States, with varying degrees of success. It became a popular topic in international organisations and conferences, symbolising public sector modernisation without fully embracing privatisation¹⁵.

Service delivery, a core responsibility of government organisations, refers to meeting the needs and expectations of citizens, who are seen as "customers" in this context. Service improvement initiatives promote a culture of public service where standards are defined, performance is measured, and civil servants are encouraged to enhance the services they offer continuously⁷. This concept covers a wide range of areas, from basic service standards (like

the frequency of waste collection, road quality, or waiting times at clinics) to agreements between ministries, departments, and agencies (MDAs) on service provision (such as timely budget releases or training). Key components of service delivery also include customer satisfaction, accessibility, information provision, and complaint mechanisms¹⁶.

The connection between agencification and public service delivery lies in the fact that government agencies are created to act on behalf of the government, facilitating efficient service provision. For example, shortly after Governor Dapo Abiodun assumed office on May 29, 2019, the Ogun State Public Works Agency (OGPWA) was established. The agency was created as part of his administration's commitment to accelerate road rehabilitation and improve infrastructure across Ogun State, improving productivity, mobility and connectivity through the provision of adequate physical road infrastructure across the state with particular emphasis on the rural areas¹⁷. Various factors have influenced the implementation of agencification in Ogun State as well as other states, which will be explored further in the study.

To better understand the link between agencification and public service delivery, it is crucial to examine how agencification impacts various dimensions of public service delivery, such as efficiency, effectiveness, accountability, and responsiveness.

i. Agencification as a Tool for Improving Efficiency and Effectiveness:

At the heart of agencification is the idea that by creating semi-autonomous agencies, governments can enhance the efficiency and effectiveness of public service delivery. The creation of agencies is intended to streamline operations by reducing bureaucratic inefficiencies often associated with traditional government departments. These agencies are usually granted operational autonomy, allowing them to focus on specific tasks or sectors

(such as healthcare, education, or infrastructure) without being bogged down by the broader and more politicised objectives of a central ministry¹⁸.

The effectiveness of public service delivery is often improved through agencification because agencies are typically designed to have clear, focused mandates, which can lead to more specialised and expert handling of public services. For example, in a health sector scenario, an agency dedicated to managing public hospitals might be better equipped to address the specific needs of healthcare delivery than a broad health ministry¹⁹. The operational focus and specialised knowledge within these agencies are intended to drive better outcomes in public service delivery.

ii. Enhanced Accountability and Performance Management

A significant aspect of agencification is the emphasis on performance management and accountability. In theory, agencies are held accountable for their performance through various mechanisms, including performance contracts, regular audits, and reporting requirements. This shift toward performance-based accountability is a key component of NPM, which posits that clear performance metrics and accountability frameworks will lead to improvements in service delivery outcomes²⁰. By separating policymaking from service delivery (a process sometimes referred to as "vertical agencification"), governments can hold agencies accountable for their outputs in a transparent manner. This separation allows for the implementation of performance-based incentives, which can motivate agencies to improve the quality of services provided to the public¹⁴. For instance, an agency responsible for road maintenance might be evaluated based on the condition of roads, the speed of repairs, and public satisfaction with road quality, thus directly linking its performance to the quality of public services delivered.

2.1.2. Challenges and Criticisms of Agencification

Despite its potential benefits, agencification is not without its challenges and criticisms. One of the primary concerns is that excessive autonomy can lead to a lack of coordination between agencies and the central government, resulting in the fragmentation of public services. The multiplicity of agencies, each with its mandate and management, may create inefficiencies due to overlapping jurisdictions or conflicting priorities¹³. This can result in duplication of efforts, inconsistent policies, and gaps in service provision. For instance, if agencies operate in silos without adequate communication or alignment with broader government policies, the overall efficiency and effectiveness of public service delivery may suffer.

Another issue is the democratic accountability of agencies. While agencies are subject to performance reviews and oversight, their autonomy can sometimes shield them from the direct political control that traditional government ministries face, particularly if oversight mechanisms are weak or ineffective. This raises concerns about whether agencified bodies are fully accountable to the public and elected representatives. In some cases, agencies may prioritise their objectives over the broader public interest, leading to suboptimal outcomes²¹. Moreover, agencification may lead to a two-tier public sector, where highly autonomous agencies deliver some services with considerable resources and flexibility, while other services remain within the constraints of traditional bureaucracies¹³. This can increase inequalities in the quality and responsiveness of public services. Additionally, the success of agencification in enhancing public service delivery is highly contingent on the political and institutional context. In environments with strong political interference or weak governance structures, the benefits of agencification can be undermined, leading to inefficiencies and even corruption⁵.

Agencification remains a key strategy in public administration reforms aimed at improving the efficiency, accountability, and quality of public service delivery. While it offers potential benefits, the practice of agencification also presents significant challenges related to coordination, accountability, and resource allocation. The effectiveness of agencification depends on several conditions, such as adequate and timely resource allocation, effective coordination between agencies and the central government, and the administrative context, including the political and cultural environment, among others². Policymakers need to understand the setting in which agencification functions well to create agencies that satisfy public demands and are answerable to democratic institutions.

2.1.3. History of Agencification in Nigeria

Agencification refers to the process of creating government agencies to enhance efficiency, accountability, and service delivery within the public sector. Agencification began to take root in Nigeria during the early years of independence⁶. At this time, there was a growing trend towards creating semi-autonomous bodies tasked with implementing policy and discharging functions typically provided by the public service. The creation of executive agencies became common as part of broader public sector reforms. It was seen as a way to enhance performance and create a more effective public sector. This process has undergone significant evolution since Nigeria gained independence in 1960, driven by political, economic, and social factors that have shaped public administration over the decades²².

In the early years following independence (1960s–1980s), the Nigerian government recognised the need for specialised agencies to address various sectoral challenges effectively. This period marked the birth of structured public administration, with notable milestones such as the establishment of the Nigerian National Petroleum Corporation (NNPC) in 1977 to

manage the country's oil resources. During the same period, military regimes, which governed Nigeria from the late 1960s through the late 1990s, further accelerated the creation of government agencies. These regimes prioritised control over key economic sectors like telecommunications and transportation by establishing numerous parastatals to oversee these areas²³.

The 1980s and 1990s ushered in a new wave of reforms, driven by economic challenges. The economic crisis of the 1980s necessitated a shift in governance strategies. Under the Structural Adjustment Program (SAP) introduced in 1986, the government sought to reduce public expenditure, privatise state-owned enterprises, and streamline its functions²⁴. This era marked the creation of regulatory-focused agencies, as opposed to operational ones, to oversee privatised sectors. Agencies such as the Nigerian Communications Commission (NCC) in 1993 and the National Electricity Regulatory Commission (NERC) in 2005 emerged to enforce compliance and standards within liberalised sectors of the economy²⁵.

The return to democratic governance in 1999 ushered in a new era of agencification characterised by a stronger focus on transparency, accountability, and public trust. This period witnessed the establishment of agencies like the Economic and Financial Crimes Commission (EFCC) in 2003, aimed at combating corruption and enhancing confidence in government institutions²⁶. With Nigeria's return to democracy, there was renewed focus on addressing corruption through institutional reforms. Additionally, public sector reforms gained momentum, with initiatives such as the Treasury Single Account (TSA) introduced in 2012 to streamline financial management across government agencies and ensure greater transparency in public fund management²⁷.

In recent years, the government has placed increasing emphasis on performance measurement in its agencies. By setting clear mandates and objectives for agencies and implementing oversight mechanisms, the aim has been to improve efficiency and outcomes in service delivery²⁸. Despite its progress, agencification in Nigeria continues to face significant challenges. Many agencies grapple with bureaucratic inefficiencies that delay service delivery, while corruption undermines their effectiveness and public trust. Resource constraints, including inadequate funding and infrastructure, further hamper their operations and limit their capacity to fulfil their mandates²⁹. In summary, agencification in Nigeria has undergone transformative changes, shaped by political regimes, economic pressures, and the push for governance reforms. While it has positively influenced service delivery and governance structures, its persistent challenges call for sustained reform efforts to improve agency effectiveness and accountability.

2.1.4. Service Delivery and Efficiency

The word "service delivery" in the context of this study refers to the provision of basic services by the government, such as hospitals, waste disposal, licenses, roads, power, physical infrastructure, town planning, markets, education, and housing, to mention a few. Service delivery is defined as the supply of physical and intangible goods and services by the government to improve the well-being of its citizens³⁰. Service delivery revolves around the dynamic interaction between policymakers, service providers, and the populace. This relationship is crucial for ensuring that public needs and interests are addressed through effective policies and efficient service delivery mechanisms. These services and the procedures that support them are the responsibilities of the government³¹. The policymakers are responsible for creating policies that reflect the needs and priorities of the populace. The service providers implement these policies by delivering services directly to

the people. Meanwhile, the populace provides feedback and holds both policymakers and service providers accountable.

According to a report on effective service delivery, public service delivery is defined as “the process of meeting the needs of citizens through prompt and efficient procedures.”³² This definition underscores the importance of effective and timely interactions between government and citizens, making citizens the central focus of public service delivery. Service delivery had been an old concept that drew attention to organisations' responsibility to provide their customers with the most satisfactory service²⁸. The idea of service delivery has been central to discussions on public sector reform. It is closely tied to the new public management (NPM) theory, which has been credited to the work of Pollitt (1990) and Hood (1991)⁷.

NPM emphasises the importance of good governance, technological innovation, and democratisation. It advocates for institutional and organisational restructuring to enhance public sector performance, leading to improved service delivery⁹. Proponents of NPM argue for a shift away from traditional public administration practices, which prioritise adherence to procedures over achieving results. They propose adopting private sector principles such as accountability, transparency, efficiency, effectiveness, reduced public expenditure, improved resource utilisation through labour discipline, flexible decision-making, competition through decentralisation, and a focus on results rather than procedures³³.

The comparison with the private sector's customer-centred approach, where customers are viewed as 'kings,' suggests that in public service, citizens should be regarded as 'masters' and the primary beneficiaries of enhanced public service performance²⁹. Public Service Delivery results from the decisions and actions of government institutions and employees³⁴. It directly

impacts human development when it delivers essential services like education, healthcare, and sanitation, which are fundamental to improving human well-being. Furthermore, public service delivery plays a critical role in economic growth, a vital component for human development. However, efficient service delivery is dependent on adequate resources, both internal and external. The quality and quantity of these resources determine the effectiveness of service delivery⁷.

Service quality and efficiency are pivotal in governance, shaping the systems and processes through which governments provide essential services, such as healthcare, education, security, and infrastructure. These services directly influence citizens' quality of life and ensure that government policies translate into real-world benefits. Service quality involves providing services to citizens effectively, with an emphasis on timeliness, accessibility, and reliability³². A key approach proposed to improve service quality and efficiency is "agencification," which aims to minimise bureaucratic hurdles, promote competition, and introduce performance management frameworks that hold agencies accountable for their output. However, the effectiveness of agencification in public service delivery depends on the design, management, and integration of these agencies within the broader governmental structure¹.

Effective service delivery is the provision of services that meet or exceed the buyer's expectations while maintaining business viability. This private sector-inspired approach highlights the need for public services to meet the expectations and needs of citizens³⁵. One of the significant barriers to effective service delivery in the public sector is the negative attitudes of public servants towards citizens, who should be seen as their customers³⁶. In complex and diverse environments such as Nigeria, where socio-economic challenges like poverty, inequality, and infrastructure deficits are significant, efficient public service delivery is crucial. It is considered a key measure of government performance and legitimacy,

particularly in a federal system where local and state governments play vital roles in service provision. Successful delivery of public services in such a context is essential for addressing these challenges and ensuring the fair distribution of resources and opportunities³⁷. Public service delivery also requires equitable access to resources. Effective public service delivery must ensure that all citizens have equal access to services to which they are entitled. Additionally, the principles of openness and transparency demand that citizens be informed about how government departments are run, their costs, and who is responsible for overseeing them. Public service delivery generally refers to providing public goods or social, economic, or infrastructural services to those who need or request them⁷.

Public service delivery is an integral part of governance, directly impacting human development and economic growth. The NPM framework and related theories offer solutions to improve efficiency, quality, and equity in service provision, especially in countries facing complex socio-economic challenges. The successful implementation of these reforms can contribute to more responsive, efficient, and citizen-centred public services, which are essential for promoting development and sustaining government legitimacy. However, critics argue that NPM can lead to an excessive focus on efficiency at the expense of democratic accountability and equity³⁸.

2.1.5. Concept of Autonomy

In the context of agencification, autonomy refers to the extent to which government agencies can operate independently from political influence when making key operational decisions. This includes managing internal processes, allocating budgets, and implementing policies without excessive political interference. The idea is to give the agencies enough breathing room to operate more efficiently and respond quickly to public needs³⁹. These modern

conceptions shaped how autonomy is understood today. Autonomy in public administration refers to the extent to which public service institutions become independent from the state, particularly in terms of separating political influence from their operational and financial decisions⁴⁰. Autonomy can be seen as a gradual process of detaching from state control. However, determining the level of structural separation is complex and unclear, as autonomy can be granted to different extents, depending on how much power the state retains over the provider's operations, financial decisions, and ownership of assets⁴¹.

According to a study, administrative autonomy refers to the degree of independence granted to public organisations to make decisions and manage their operations without direct control from central authorities⁴². The goal is to allow public organisations to tailor their services to better meet the specific needs of the communities they serve. It refers to the ability of public organisations to determine their priorities and preferences and implement those preferences through authoritative actions. This concept highlights the relationship between the organisation and external actors, particularly elected officials and executive politicians, who influence or interact with the organisation's decision-making process. However, public organisations are not entirely independent of the broader political system. They operate within a chain of delegation, which starts with the voters, passes through elected officials, and extends to ministries, departments, and other public organisations⁴³.

A public organisation may possess three types of autonomy, depending on the degree of independence granted, including financial, administrative, or operational autonomy⁴³. They are explained below.

- i. Administrative Autonomy: This involves the ability of public organisations to determine their internal policies, procedures, and management practices. It allows

agencies to set their own goals, develop strategies, and implement programs without excessive interference from higher authorities.

- ii. **Financial Autonomy:** This type of autonomy allows public organisations to manage their budgets, generate revenue, and allocate resources as needed. Financial independence can lead to more efficient use of resources and greater accountability.
- iii. **Operational Autonomy:** This refers to the freedom to make day-to-day operational decisions, such as staffing, procurement, and service delivery methods. Operational autonomy enables organisations to respond quickly to local needs and changing circumstances.

In the context of agencification, autonomy is often perceived as a key mechanism for improving the efficiency and effectiveness of public service delivery. Agencification refers to the process of delegation and decentralisation in which public bodies are granted greater autonomy, especially in areas like personnel and financial management. These bodies may either remain legally connected to the state or gain their independent legal status¹⁸. By granting agencies greater operational independence, governments aim to enable these bodies to make decisions more swiftly, innovate in their service delivery methods, and focus more intensively on their specific mandates without being hampered by the bureaucratic inertia that typically affects larger government departments¹¹.

One of the primary advantages of autonomy is tailored solutions. It allows agencies to streamline their operations to the specific needs of the sectors they serve⁴⁴. Autonomous agencies can design and implement programs that address the needs of their regions. For instance, an autonomous health agency in Ogun State could implement region-specific health initiatives or adjust its resource allocation based on local health indicators, rather than adhering to a one-size-fits-all approach dictated by a central health ministry. This ability to

customise services can lead to more responsive and effective public service delivery, as agencies can quickly adapt to changing circumstances or emerging challenges without waiting for central approval⁴².

Another significant advantage of granting autonomy to agencies is flexibility and adaptability. With independence, agencies can quickly respond to emerging challenges or changes in their local environment. This agility is crucial for addressing urgent issues without the delays that often accompany centralised decision-making processes⁴². Autonomy facilitates quick and easy decision-making, thereby eliminating problems of bureaucratic bottlenecks. Additionally, autonomy in financial management is critical. Agencies with the authority to manage their budgets can allocate resources more efficiently, invest in capacity-building, and implement long-term strategic plans. This financial independence can contribute to more sustainable and impactful service delivery outcomes⁴⁵.

Innovation and efficiency are other benefits of autonomy. Autonomous agencies have the liberty to experiment with new approaches and technologies without being constrained by rigid central guidelines. This freedom fosters a culture of innovation, where agencies can develop and implement creative solutions tailored to their specific contexts, which can lead to more efficient service delivery⁴⁶. They have the ability and freedom to modify or alter their style of operations based on the feedback they get from the public. In addition, autonomous agencies can engage more effectively with local stakeholders, including community leaders, NGOs, and the private sector. This collaboration can lead to more comprehensive and sustainable solutions⁴⁴.

Autonomy in the public sector offers significant potential for improving public service delivery by allowing agencies to tailor their operations to local needs, innovate, and respond

flexibly to challenges. However, it also introduces a set of challenges, particularly when it is not balanced with effective oversight, accountability and coordination mechanisms.

- i. Lack of Coordination:** Excessive autonomy can lead to a fragmentation of the public sector. When agencies operate independently, there is a risk that they may pursue their own goals in isolation, without sufficient coordination with other agencies or government ministries. This siloed approach can result in duplication of efforts, contradictory policies, and inefficiencies in service delivery⁴. For instance, if an education agency in Ogun State implements a curriculum reform independently, without coordinating with related agencies (such as those responsible for teacher training or educational infrastructure), the reform might fail to achieve its desired outcomes due to gaps in implementation.
- ii. Accountability Issues:** Autonomy can also weaken accountability if not accompanied by robust oversight mechanisms. Autonomous agencies may become insulated from political and public scrutiny, leading to a situation where they prioritise their agendas over public interest. This risk is particularly pronounced in contexts with weak governance frameworks, where oversight bodies may lack the resources, authority, or independence to hold agencies accountable effectively⁴⁷. In Ogun State, for example, if an agency responsible for infrastructure development operates with minimal oversight, it might engage in practices that prioritise short-term projects or favour certain contractors, rather than focusing on long-term public needs.
- iii. Risk of Political Capture:** Autonomy can sometimes lead to agencies being captured by political or special interests, especially in environments where governance institutions are not strong. In such cases, agencies might become tools for political patronage, where decisions are influenced by political actors rather than being based

on objective assessments of public needs. This situation can erode public trust and reduce the overall effectiveness of public service delivery⁴⁸. For instance, in Ogun State, if a politically connected individual is appointed to lead an autonomous agency, the agency's operations may be skewed to benefit specific constituencies or groups, undermining the agency's overall effectiveness.

- iv. **Variation in Performance:** The degree of autonomy granted to agencies can also lead to significant variations in performance across different sectors. Agencies with more autonomy might outperform those with less, leading to disparities in service quality. This issue is particularly relevant in industries like healthcare and education, where unequal performance across agencies can result in uneven access to services for the population, exacerbating social inequalities¹¹.

Given these challenges, it is crucial to strike a balance between autonomy and accountability to ensure that agencification contributes positively to public service delivery. To mitigate the risks associated with excessive autonomy, agencies should be provided with clear mandates and measurable performance metrics. This clarity allows for both operational independence and accountability, as agencies can be assessed based on their success in achieving defined goals⁴⁹. For example, in Ogun State, an agency tasked with improving rural water supply should have specific targets, such as the number of communities served or improvements in water quality, which can be used to evaluate its performance. Also, robust oversight mechanisms are essential to ensure that autonomous agencies remain accountable. This includes regular audits, performance evaluations, and transparency in operations³⁵.

Another way to curb excessive autonomy is to enforce inter-agency coordination. To address the issue of fragmentation, mechanisms for inter-agency coordination should be established. This could involve the creation of coordination committees or task forces that bring together

representatives from different agencies to ensure coherence in policy implementation and implementing standardised operating procedures and communication systems to streamline processes and reduce misunderstandings between agencies⁵⁰. Finally, adaptive governance frameworks that allow for flexibility in oversight and coordination are necessary. Such frameworks should be capable of responding to the dynamic nature of public service delivery, adjusting the level of autonomy granted to agencies based on performance and context-specific challenges⁵¹. In Ogun State, this might involve periodic reviews of agency autonomy, adjusting operational independence as needed to address emerging challenges or to realign with changing government priorities.

Autonomy is a crucial component of agencification that can significantly enhance public service delivery by promoting efficiency, innovation, and responsiveness. However, excessive autonomy without adequate oversight and coordination can lead to significant challenges, including fragmentation, accountability issues, and political capture. Therefore, a balanced approach that carefully manages the trade-offs between autonomy and accountability is essential for maximising the benefits of agencification in improving public service delivery, particularly in contexts like Ogun State, where governance frameworks may face unique challenges^{47,49}.

2.1.6. Concept of Effectiveness

One long-standing debate, which highlights the distinction between public administration and business administration, is whether the outcomes of public services can be measured. Supporters of this view argue that since public administration deals with the provision of social services (like law and order, security, flood protection, foreign policy, and citizenship), its outputs are not quantifiable⁵². A study expanded on this by stating that because

bureaucracies inherently lack clear criteria for measuring efficiency or mechanisms for immediate feedback, such as profit or loss, they tend to become inflexible and ineffective unless a crisis arises. However, it has since been recognised that the effectiveness of public services can be measured using criteria related to management, policy, and service delivery⁵³. The study went further to explain the efficacy in public administration as the ability of governments to deliver services that meet citizens' needs, ensure accountability, and achieve policy goals efficiently and equitably⁵³. The report emphasises that effectiveness is increasingly measured through:

- i. Citizen satisfaction with services like healthcare, infrastructure, education, and justice.
- ii. Responsiveness and accessibility of public services.
- iii. Institutional capacity to adapt and innovate, especially in times of crisis.
- iv. Use of data and digital tools to improve decision-making and service delivery^{53,54}.

To operationalise this concept, one might ask: What are the goals and objectives of public sector organisations? These goals vary widely and include the provision of social/public goods and the creation of an environment conducive to development⁵². Public service effectiveness can also be measured by how well it meets the needs and aspirations of the society it serves. To be seen as effective, public service values must align with societal values. Additionally, the goals of public organisations should be routinely reevaluated to ensure their ongoing relevance. This understanding is reflected in Nigeria's numerous civil service reform efforts, from the 1934 Hunt Committee to the more recent Oronsaye panel, which aimed to enhance managerial capacity and administrative effectiveness in pursuit of national development⁵².

Effectiveness can also be understood as the ability to accomplish the "correct end," emphasising efforts to achieve relevant outcomes. In administration, effectiveness is not just

about the quantity and quality of services provided but also how well these services meet real needs. Ineffectiveness can stem from managerial inefficiency or weakness, and it is essential to note that effectiveness encompasses efficiency, which is a means to achieving the former⁵⁵. Another scholar explains administrative effectiveness through performance management, which focuses on applying quality management principles and achieving results or value for money. However, this perspective does not fully apply to the Nigerian context, given the issues of waste, corruption, and incompetence among some public servants and office holders, often exacerbated by the federal character principle⁵⁶.

Another definition of effectiveness is the degree to which objectives have been achieved and the alignment between intended outcomes and actual results⁵⁷. In Nigeria, public organisations must prioritise the "true public" and ensure their needs are met through quality service delivery. Quality, cost, and service delivery should be fundamental criteria for evaluating administrative effectiveness. The public sector also needs mechanisms to assess whether services are of high quality, whether public policies positively impact citizens, and whether expenditures yield real value⁵².

Public service effectiveness has been emphasised through the introduction of Key Performance Indicators (KPIs), an initiative by the National Planning Commission. This system is built on three principles: "what gets measured gets done; if you cannot measure success, you cannot reward it; if you cannot measure failure, you cannot correct it"⁵⁸. Based on these principles, federal ministries, departments, and agencies are required to develop detailed KPI implementation documents with half-yearly progress reports presented to the public. While this system aims to make the public sector organisations more accountable and effective, it remains to be seen whether it will suffer from the same implementation challenges that have plagued previous public policies and programs in Nigeria⁵².

2.1.7. Accountability

Accountability is a foundational principle of democratic governance and public administration. It refers to the obligation of public officials, agencies, and institutions to answer for their actions, decisions, and performance, and to be subject to oversight, sanction, or correction when necessary. In the context of public service delivery, accountability ensures that public agencies act in the interest of citizens and are held responsible for the quality, efficiency, and fairness of the services they provide⁵⁹.

The concept of accountability is multidimensional and has been defined from several disciplinary perspectives. According to an article, accountability is “a relationship between an actor and a forum, in which the actor has an obligation to explain and justify his or her conduct, the forum can pose questions and pass judgment, and the actor may face consequences⁶⁰.” This definition captures the essential elements of answerability, justification, and enforcement, which are critical to the functioning of modern bureaucracies.

In public administration literature, accountability is often classified into different types:

- i. **Political accountability**, which refers to the responsibility of elected officials and public servants to the public and their representatives.
- ii. **Administrative accountability**, which concerns the internal mechanisms within agencies and ministries that ensure compliance with rules, performance standards, and ethical norms.
- iii. **Legal accountability**, which involves the requirement to adhere to laws, regulations, and judicial oversight.
- iv. **Social accountability**, which focuses on the role of civil society, media, and citizens in demanding transparency and responsiveness from public institutions.

In the context of agencification, accountability becomes especially important. As agencies are granted operational autonomy to perform specific tasks, mechanisms must be established to ensure they do not deviate from their mandates or act in ways that are inefficient, opaque, or unresponsive. Principal–Agent Theory emphasizes this need by highlighting the information asymmetry and potential for agency slack that arise when agents (agencies) operate on behalf of principals (governments or the public) but have greater operational discretion⁶¹. Therefore, accountability mechanisms, such as performance reporting, citizen feedback platforms, audits, and legislative oversight, are vital for aligning agency behaviour with public expectations.

From the perspective of New Public Management (NPM), accountability is not only about compliance but also about performance. NPM reforms advocate for results-oriented accountability, where public agencies are evaluated based on measurable outputs and outcomes, often tied to service delivery contracts, key performance indicators (KPIs), and client satisfaction metrics⁶².

In this study, accountability is conceptualised as the extent to which the Ogun State Waste Management Authority (OGWAMA) and the Ogun State Public Works Agency (OGPWA) are answerable to the public and relevant authorities for their service delivery activities. This includes their openness in decision-making, responsiveness to public complaints, adherence to service standards, and willingness to accept consequences for poor performance. It is treated as a mediating variable in the relationship between agencification and public service delivery outcomes, reflecting the mechanisms through which institutional autonomy is balanced with public oversight and performance obligations.

2.1.8. Citizen Feedback

Citizen feedback refers to the structured and unstructured ways in which citizens communicate their views, experiences, and expectations about public services to government agencies or officials. It is a central component of participatory governance and plays a critical role in ensuring responsiveness, transparency, and continuous improvement in public service delivery. In modern public administration, citizen feedback mechanisms are increasingly regarded not just as a democratic right but as essential tools for evaluating and reforming government performance¹.

Scholarly literature presents citizen feedback as both a performance monitoring tool and a mechanism for enhancing accountability. According to a study, citizen feedback represents a form of “social accountability,” where citizens actively participate in holding service providers accountable through channels such as surveys, complaints, ratings, community scorecards, or public forums. This feedback, when institutionalised, serves to reduce information asymmetry between service providers and users and enables governments to respond more effectively to the needs of citizens².

From a New Public Management (NPM) perspective, citizen feedback is closely tied to service quality and customer satisfaction. NPM frameworks treat citizens as “clients” or “customers” whose input is vital for measuring agency performance. In this regard, feedback is not merely a democratic expression but a metric for continuous service improvement. Agencies are expected to proactively solicit feedback and use it to inform policy adjustments, allocate resources, and correct deficiencies in service delivery. Principal–Agent Theory also provides a rationale for citizen feedback. It assumes a delegation of authority from a “principal” (the government or the people) to an “agent” (the agency). In this arrangement, the agent has more information than the principal, creating potential for inefficiency or self-

interest. Citizen feedback acts as a bottom-up monitoring mechanism that helps reduce this information gap, enabling principals to better supervise agents and enforce accountability.

In practical terms, citizen feedback may take various forms, including:

- i. Complaint channels (e.g., hotlines, help desks)
- ii. Satisfaction surveys
- iii. Community scorecards or report cards
- iv. Public consultation forums or town hall meetings
- v. Social media engagement and digital platforms for feedback
- vi. Participatory budgeting or service planning exercises

In the Nigerian public sector context, citizen feedback is especially crucial due to persistent concerns about limited accountability, low service responsiveness, and weak institutional performance. Many agencies operate without structured feedback systems, which leads to a disconnect between public expectations and agency outputs. This gap often results in dissatisfaction, underutilisation of services, and erosion of trust in public institutions³.

In this study, citizen feedback is conceptualised as a mediating variable that captures the degree to which residents can express their views about the services rendered by OGWAMA and OGPWA, and how this input shapes the performance and responsiveness of these agencies. It includes both formal and informal channels of communication and is critical for assessing whether agencified structures are truly responsive to the public they are meant to serve.

2.1.9. Public Sector Reform

Reform denotes a deliberate, well-thought-out change. Restructuring does not apply to any action that does not result in significant modifications to the way public service functions and carries out its operations⁶³. The term 'public sector' is typically associated with the government or state, mainly because it is under the control and management of the state. Public-sector organisations act on behalf of the state, attending to public affairs and are also in charge of executing government-related responsibilities. In a sense, the public sector can be used as a synonym of public service, as both terms relate to government or public administration²². Public sector reform essentially means the administrative restructuring of the public sector. It is involved with addressing administrative issues in the public sector through institutional or administrative reforms. Public sector reforms strive to increase the efficiency and productivity of the public service⁶⁴.

It is a methodical intervention meant to enhance the public sector's operations, systems, and procedures to facilitate the sector's transformation into a multifaceted agent of change and a reliable tool for socioeconomic development and national unity⁶⁵. Administrative reform refers to the deliberate and planned effort to bring about changes in how an organisation or government operates, even when there is opposition to these changes. Unlike natural or accidental changes, administrative reform is a purposeful process that involves careful thought, reasoning, and persuasion. The goal of such reform is usually to improve efficiency, accountability, and transparency by modifying structures or processes. While it may not be regarded as the best course of action, the process is difficult to reverse. The expectation is that the outcome will be better than the current situation, making the effort to overcome resistance worthwhile⁶⁶.

The idea of public sector reform can be traced to New Public Management (NPM). The new management model is characterised by the shift in the state's function and the increasing demand for effective governance practices worldwide. In this regard, the term "new public management" refers to a collection of specific management methods and strategies that are primarily taken from the private sector and used in the public sector⁶⁷. Instead of being a rigid set of rules or a predetermined set of procedures that must be followed to the letter, new public management is a collection of methods and strategies that can be used in combination or part, depending on the needs and circumstances of each nation. Effective, efficient, flexible, delivery, measurement, output, and equity are just a few of the management concepts and strategies that are encompassed by the New Public Management (NPM)⁴.

2.1.10. Classification of the Public Sector

There are three categories of public sector organisations: state-owned businesses, mixed economy enterprises, and public/statutory corporations.

- i. **Public/Statutory Corporations:** These enterprises are created when the government takes on management of an economic or social endeavour through an entity that maintains its legal personality while also retaining some of the unique rights and benefits of a governmental organisation. The Nigerian Television Authority (NTA), Federal Radio Corporation of Nigeria (FRCN), Central Bank of Nigeria (CBN), and other businesses are examples of statutory corporations⁶⁵.
- ii. **State-Owned Companies:** These are enterprises that the government established by standard company legislation, but the government wholly owns them. The government is the sole proprietor of these companies, which are listed in the registry of companies. The Board of Directors is appointed by the government, as is typical

with private enterprises. Odua Investment Company Ltd., New Nigeria Newspaper Ltd., and New Nigeria Development Company Ltd. are a few examples of these businesses⁶⁵.

- iii. **Mixed-Economy Organisations:** These are organisations where private business owners partner with the government, with the government having a majority stake. Since it is the largest shareholder in these enterprises, the government typically has a majority vote on the board. Peugeot Automobile Nigeria Ltd. is one such business⁶⁸.

2.1.11. Obstacles to Public Sector Reforms in Nigeria

Nigeria's public service performance has remained appalling at almost every level of government, which has led to the country's current state of economic underdevelopment⁶⁹. A few factors, including the high incidence of corruption, may contribute to some of the problems⁷⁰. The poor performance of public enterprises in Nigeria has been attributed to several factors, including political interference, political instability, poor management, government controls, over-protection by the government, poor attitudes at work, inadequate funding, monopolies, absence of a competitive environment, financial mismanagement, distorted pricing policy, and inappropriate investments⁷¹. Some of the normative challenges facing the country's public sector are rooted in the very nature of society as it has evolved. We shall, at this point, examine some of these constraints.

- i. **Political Interference:** Public corporations are organisations run by the government, and occasionally, the government or high-ranking government officials force them to do actions that might not be beneficial to the corporation as a whole. They can compel the company to hire people who are unfit for the position or start projects that will never truly benefit the company for political reasons. Government firms are

occasionally compelled to provide financial support to the ruling party for electoral and other objectives. The effectiveness of the company will unavoidably be impacted by such political and government interference in its internal operations. Numerous public firms in Nigeria have failed due to political influence in their operations⁷².

- ii. **Political Instability:** When a state's government changes too often and without caution, it can lead to political instability. Every new administration seeks to assign members of its party to the boards of directors of government corporations. These constant changes in the policy-making body of the corporation lead to inconsistent policies. Frequent changes may also result in projects taking longer to complete or requiring unnecessary adjustments to those that have already begun. Some projects, despite having been funded with vast amounts of money, are abandoned because the new board of directors does not approve of them.
- iii. **Poor Management:** The board members who set the corporation's policy are political appointees who might not have any experience in the company's industry. Furthermore, the government has the authority to compel its corporations to hire underqualified managers. Poor management may arise from these two issues⁶⁵.
- iv. **Government Controls:** The government must maintain some level of control over its enterprises, but occasionally these regulations are so oppressive that the corporations lose their autonomy. A government corporation should be permitted to function under comparable conditions so that it can effectively compete with private businesses in the same industry. For example, suppose the government sets price caps on its corporations for political reasons and is unable to regulate the prices of other

businesses operating in the same industry. In that case, the government-run business will not be able to make as much money as the private businesses⁷³.

- v. **Poor attitude to Work:** Many public sector employees consider their jobs to be government work. Unfortunately, people think that working for the government does not require either dedication or seriousness. As a result, employees either accomplish very little or operate in a disorganised manner, which makes it difficult for businesses to carry out the purposes for which they were established⁷³. Government workers generally exhibit a very negative attitude towards their jobs. Fifty per cent of the time, the typical employee is "not at the seat." Most workers perceive white-collar jobs as being in government service, where they are paid monthly without having any say over how the company is run. A mindset like that will undoubtedly hinder the achievement of organisational objectives³⁶.
- vi. **Quality of Human Capital:** The pluralistic nature of the Nigerian society is one of the major handicaps towards the adequate performance of its public sector⁷⁴. The quality of human capital in any given organisation, to an extent, determines the degree of success to be achieved. The adoption of the federal character principle, which compels the government at all levels to ensure a spread in the recruitment and appointment of personnel into public service, has not helped the system. Although this is not an inadequate provision in a federal state like Nigeria, due to the scarcity of quality candidates in some states, less qualified individuals are appointed to positions unsuitable for them, ultimately harming public interest⁷⁵.
- vii. **Corruption:** The severity of the economic crisis and the resulting widespread poverty in Nigeria have made corruption pervasive and almost a way of life in public service.

Both bureaucratic and political corruption have hindered the country's development, pushing public interest and service delivery to a secondary position. Corruption is viewed differently within Nigeria's civic and primordial publics. In the primordial public, people engage on moral grounds, as it is where they find fulfilment and establish their identities⁷⁶. Also, in Nigeria, unethical behaviour in the civic public sphere is not seen as immoral but amoral. Stealing from the public sector and using the proceeds to benefit one's primary community is often considered honourable and commendable. This mindset reflects people's response to a state perceived as an oppressive force, one that exploits them rather than meeting their needs. Thus, there is a pressing need to reform what is essentially a rogue state in Africa⁷⁶.

- viii. **Direct adoption of Western bureaucratic theories:** Another normative roadblock to public sector reform in Nigeria is the Western bureaucratic theories and models that are made to look universal; they are conceived on cultural values that are suited for the West. However, their introduction into Africa, in general, and Nigeria, in particular, fails to take cognisance of the ecology of Nigerian public administration and therefore has not yielded the same result as in America, Europe, Asia, and Latin America. Africa has its cultural values, which are distinct from those of the developed countries. For example, while Western bureaucratic theories demand that public administrators be impersonal, disciplined, achievement-oriented, and individualistic, African cultural values promote and encourage vibrant interpersonal relationships built around group or communal interests⁹. This leads to a clash between public administrators and cultural values, resulting in poor performance and service delivery in public sector organisations. Adherence to traditional values is a significant obstacle

to the implementation of modern administrative principles/theories such as NPM in Africa⁷⁷.

- ix. Training and development in the public sector are often poorly organised and not tailored to meet the specific needs of employees. Even when such opportunities are available, many public sector workers are reluctant to participate. Furthermore, salaries in the public sector are neither competitive nor motivating enough to inspire dedication and selfless service to the country. A strong remuneration package is essential to attract skilled professionals to the public sector⁹.

2.1.12. Service Delivery Indicators

Service delivery is a core function of government and a key measure of institutional performance, especially within the framework of agencification. In the context of public administration, service delivery refers to the process through which public goods and services are made available to citizens, either directly by government agencies or through delegated entities such as autonomous or semi-autonomous agencies. To evaluate the effectiveness of service delivery, several indicators are commonly employed in both academic and policy settings. According to a study, effective service delivery involves three major dimensions: availability, quality, and responsiveness⁴. These indicators assess not only the presence of services but also their adequacy and the degree to which they meet the expectations and needs of service users.

- i. **Quality of Service:** Quality refers to the technical competence, timeliness, and reliability of services rendered. It encompasses citizens' perceptions of how well an agency performs its duties, the professionalism of its staff, and whether services are delivered as promised. Service quality is a multi-dimensional concept often measured

using the SERVQUAL model, which includes tangibles, reliability, responsiveness, assurance, and empathy. These dimensions are frequently employed in the public sector to gauge technical competence, timeliness, professionalism, and promises kept to citizens⁵.

- ii. Accessibility:** Accessibility pertains to how easily citizens can access public services, particularly in terms of geographic reach, affordability, physical infrastructure, and information availability. In developing countries like Nigeria, accessibility also relates to whether rural or marginalised populations have equitable access to services provided by urban-centric agencies. According to a report, limited access to basic services remains one of the greatest obstacles to poverty reduction and inclusive development⁶. Barriers such as geographic limitations, inadequate infrastructure, and lack of information can hinder equitable access, particularly in developing regions
- iii. Accountability and Responsiveness:** Responsiveness involves the speed and appropriateness of institutional reactions to citizen needs, complaints, and feedback. It is a function of both internal agency processes and external feedback mechanisms. Accountability, closely tied to responsiveness, reflects the willingness and ability of service providers to justify their actions, accept responsibility, and implement improvements based on oversight or citizen engagement⁷. Responsiveness relates to how swiftly and suitably agencies address citizen complaints and needs, while accountability denotes the obligation to justify decisions and improve practices based on feedback. Mechanisms for citizen engagement, open feedback, and transparent processes are essential for both dimensions
- iv. Citizen Satisfaction:** Satisfaction is an aggregate measure of how citizens perceive their overall experience with public services. It captures both the objective and subjective outcomes of service delivery and is commonly used as a proxy for

effectiveness. According to some scholars, citizen satisfaction is shaped by expectations, previous experiences, trust in government, and actual service performance⁶. Satisfaction aggregates the experiential and perceptual aspects of service, including expectations, trust in government, and delivery performance. It's often used as a proxy for overall effectiveness in academic and policy evaluations.

2.1.13. Contextual Factors: The Case of Ogun State.

In Ogun State, Nigeria, this approach has been applied in various sectors to enhance public service delivery. Ogun State has implemented agencification to improve the efficiency and effectiveness of public services. For example, the Ogun State Internal Revenue Service (OGIRS) was established to enhance tax collection and administration, leading to increased revenue generation¹². Agencies like the Ogun State Public Works Agency (OGPWA) focus on maintaining and developing infrastructure. This agency model allows for more specialised and focused management of infrastructure projects, improving the quality and timeliness of public works⁷⁸. The Ogun State Primary Health Care Development Board (OGPHCDB) is another example, aimed at strengthening primary health care services across the state. This agency operates with a degree of autonomy to ensure better health outcomes and more efficient service delivery.

The state's implementation of agencification has been part of broader efforts to reform its public administration, aimed at improving service delivery in key sectors such as health, education, and infrastructure. However, the success of these efforts has been dampened by several local factors. While the adoption of agencification has improved the performance of the agencies in terms of service delivery, the potential for this improvement has been stifled due to issues such as inadequate funding, poor oversight, and political interference⁷⁹. The

effectiveness of agencification in Ogun State thus depends not only on the design of the agencies themselves but also on the strength of the institutional frameworks that support their operation and the broader political environment in which they function.

In summary, the relationship between agencification and public service delivery is characterised by the potential for significant improvements in efficiency, effectiveness, and accountability. Still, it also faces challenges that can undermine these benefits. The success of agencification in improving public service delivery is contingent on several factors, including the design and management of agencies, the robustness of accountability frameworks, and the broader political and institutional context⁶⁵. In Ogun State, as in many other contexts, these factors interact in complex ways, influencing the overall impact of agencification on the quality and effectiveness of public services.

2.1.14. History of Agencies in Ogun State

- **Ogun State Waste Management Authority (OGWAMA):** The Ogun State Waste Management Authority (OGWAMA) has played a crucial role in enhancing waste management services in the state. Established in October 2019, OGWAMA was created to relieve the Ogun State Environmental Protection Agency (OGEPA) and the Ministry of Environment from their responsibilities of managing waste in the State and to provide more comprehensive and efficient waste management services. It was established to address the growing challenges of waste management in the state, particularly in urban areas where rapid population growth and industrialisation have increased the demand for efficient waste disposal and sanitation services¹⁰.

OGWAMA's role in improving waste management services was promising, with the agency introducing modern waste collection and disposal methods, enhancing public

awareness campaigns on waste management, and increasing the frequency of waste collection in major towns and cities. The agency also made plans to improve waste recycling initiatives and reduce the environmental impact of waste through more sustainable practices⁸⁰. However, since its launch, the impact of their operations appears to be minimal, with residents not noticing significant changes in service quality in comparison to what the previous agency rendered¹⁰. One of the key challenges seems to be public awareness and education, as effective waste management relies heavily on the cooperation of the community. Additionally, the State has also warned industries to comply with their waste management reform⁸¹. However, achieving widespread compliance and changing public habits can be a gradual process.

- **Ogun State Public Works Agency (OGPWA):** The Ogun State Public Works Agency (OGPWA) was established to enhance road maintenance and rehabilitation across Ogun State. This agency emerged from the amendment of the Ogun State Road Maintenance Agency Bill, driven by Governor Dapo Abiodun's commitment to improving the state's road infrastructure⁸². OGPWA's primary focus is on the rehabilitation and maintenance of both urban and rural roads, ensuring they are safe and accessible. The agency's efforts include fixing potholes, resurfacing roads, and undertaking comprehensive road repairs. By utilising local contractors and resources, OGPWA aims to reduce costs and ensure efficient use of funds¹⁷.

The agency operates across all 236 wards in Ogun State, with a zonal management structure that divides the state into six zones, each managed by regional engineers. This structure allows for effective oversight and swift response to road maintenance needs. OGPWA encourages community involvement, enabling residents to identify roads that require immediate attention⁸². Notable projects undertaken by OGPWA include the

rehabilitation of the Itoikin-Ibefun-Ijebu Ode road, Iperu-Ilisan road, and the Abeokuta-Sango-Ota-Lagos road. These efforts have significantly improved road conditions, facilitated better movement of goods and people, and contributed to the state's economic growth and development⁸². Overall, OGPWA's initiatives have enhanced the quality of life for Ogun State residents by providing reliable and well-maintained road infrastructure.

- **Ogun State Traffic Compliance and Enforcement Agency (TRACE):** The Ogun State Traffic Compliance and Enforcement Agency (TRACE) were established to improve traffic management and ensure public safety on the state's roads. TRACE has played a crucial role in reducing traffic congestion, enforcing traffic laws, and educating the public on road safety⁸³. The agency's efforts have resulted in a significant reduction in road accidents and fatalities, particularly in high-risk areas. TRACE officers are regularly deployed to manage traffic during peak hours, and the agency has implemented several public awareness campaigns aimed at promoting safe driving practices⁸⁴. However, the agency faces challenges in terms of coordination with other law enforcement bodies and the judiciary, as well as occasional public resistance to traffic enforcement measures⁸³. Overall, TRACE has made a substantial contribution to improving road safety in Ogun State, though continued efforts are needed to address coordination issues and enhance public cooperation.

- **Ogun State Health Insurance Agency (OGSHIA):** The Ogun State Health Insurance Agency was established on 27th May 2019, following the successful passage of the Health Insurance Bill by the Ogun State House of Assembly, which the state Governor subsequently signed into Law. It was established to improve access to affordable healthcare services for residents of the state. OGSHIA's primary role is to implement and

manage the state's health insurance scheme, which aims to provide universal health coverage to all citizens. The agency has been instrumental in increasing enrolment in the health insurance program, particularly among low-income and vulnerable populations⁸⁵. OGSIA has also worked to expand the network of healthcare providers under the insurance scheme, ensuring that enrollees have access to a wide range of medical services. The agency's efforts have resulted in improved healthcare access and reduced out-of-pocket expenses for many residents. However, OGSIA faces challenges in ensuring the financial sustainability of the health insurance scheme, as well as in expanding coverage to remote and underserved areas. Additionally, there are ongoing efforts to improve the quality of care provided by the participating healthcare providers⁸⁶. Despite these challenges, OGSIA has made significant strides in enhancing public health services in Ogun State, contributing to better health outcomes and greater financial protection for citizens.

2.1.15. Understanding the Dynamics of Agencification and Governance in Ogun State

To thoroughly assess the impact of agencification on public service delivery in Ogun State, it is essential to situate the concept within the broader context of public administration reforms. Agencification, the process of transforming government departments into semi-autonomous agencies, has gained prominence as a key strategy in public sector management, particularly following the adoption of New Public Management (NPM) reforms. This restructuring is aimed at enhancing efficiency, transparency, and accountability by granting agencies more operational flexibility and reducing bureaucratic constraints⁴. In Nigeria, Ogun State, for example, the implementation of agencification reflects a strategic response to the rising demand for better public service delivery, particularly in sectors like healthcare, education, and infrastructure development³.

The theoretical foundation of agencification is rooted in NPM principles, which promote a decentralised, market-oriented approach to public management. Scholars argue that agencification, by fostering a performance-driven culture, can lead to substantial improvements in service delivery¹⁴. However, the effectiveness of this approach depends on several factors, including the level of autonomy granted to agencies, the clarity of their mandates, and the strength of oversight mechanisms⁸⁷. In Ogun State, these factors play a pivotal role in determining whether agencification can significantly improve public service delivery.

Empirical studies on agencification in Nigeria present mixed results regarding its impact. While some studies indicate that agencification has led to improvements in efficiency and service quality⁸⁴, others point to challenges such as inadequate funding, poor inter-agency coordination, and persistent corruption, which hinder the potential benefits of the reform³. In Ogun State, agencification has shown both successes and challenges, particularly in sectors such as health and education. For example, the Ogun State Health Management Board, created as part of the agencification process, has struggled with funding and staffing issues, affecting its ability to deliver services effectively⁸⁸.

Additionally, the literature suggests that the success of agencification in improving public service delivery is influenced by the broader political and institutional landscape. The interaction between state-level politics and agency operations plays a significant role in shaping agencification outcomes. Political interference, combined with weak governance frameworks, often undermines the independence and effectiveness of agencies. This highlights the importance of a comprehensive regulatory framework that clearly defines the roles and responsibilities of agencies, while ensuring accountability and transparency¹⁸.

In summary, the effect of agencification on public service delivery in Ogun State is complex, shaped by both the design and implementation of the reform, as well as the broader political and institutional environment. While agencification offers the potential to enhance service delivery through improved efficiency and accountability, its success has been inconsistent, necessitating a more nuanced approach to understanding the conditions under which it can be most effective.

2.2. Theoretical Framework

2.2.1. New Public Management (NPM)

The New Public Management (NPM) is a paradigm shift that emerged in the late 20th century³³. The concept first gained prominence in developed countries, especially in the United Kingdom and New Zealand, during the 1980s, where governments sought to improve public sector efficiency by introducing market-oriented reforms. It focuses on making public sector management more efficient by adopting practices from the private sector. It emphasises decentralisation, performance management, market-oriented reforms, and increased accountability⁶². NPM can be traced to the work of Christopher Hood in 1991 and David Osborne and Ted Gaebler in 1992, both of whom provided foundational definitions and principles. The reforms became widely implemented in OECD (Organisation for Economic Co-operation and Development) countries during the 1980s⁸⁹.

New Public Management (NPM) can be understood as a shift in public administration that incorporates key principles from the private sector into the public sector. These principles include efficiency, effectiveness, flexibility, responsiveness, competition, and result-oriented management, as well as the use of explicit, measurable performance standards and active control based on preset output indicators. NPM aims to improve service delivery by making

public services more customer-oriented³³. It promotes the idea that government should be run more like a business, with a focus on delivering better outcomes for citizens. New Public Management (NPM) is a conceptual framework that originated as a solution to the perceived inefficiencies of the traditional bureaucratic system of public administration. The framework is geared towards improving service effectiveness by borrowing private sector management practices⁶.

One of the integral aspects of NPM is the separation of policymaking from service execution, which has become a global trend in public sector reform⁹⁰. A central feature of NPM is viewing citizens as "customers" of public services, placing greater emphasis on addressing individual needs and preferences. This customer-centric approach has led to reforms aimed at increasing the accountability of public service agencies to the public, such as the implementation of Citizen Charters. These charters advocate for citizens to be consulted about the quality and level of public services, and, where possible, to be offered choices. The strategy of prioritising customer service over organisational needs has been a significant focus of public sector reforms in countries like Malaysia, Namibia, Singapore, and the United Kingdom¹.

Agencification is a core feature of NPM because it allows for greater specialisation and autonomy in service delivery, to increase efficiency, effectiveness, and accountability in public service delivery by decentralising authority and responsibility to these agencies. NPM is the primary framework underpinning agencification, making it a natural choice for this study². Rooted in neoliberal principles, the New Public Management (NPM) framework focuses on result-based management, which emphasises setting clear objectives and targets, measuring performance against these goals, and using the results to improve operations continuously. A key component of NPM is decentralisation, which involves devolving

decision-making authority to managers and frontline workers, giving them greater autonomy while holding them accountable for their actions. NPM also incorporates market-based mechanisms, such as contracting out services to private providers, fostering competition among public sector agencies, and charging fees for services. These market-like incentives are designed to increase efficiency and innovation within the public sector, driving improved service delivery and operational performance⁶.

The applicability of the theory in this study lies in NPM providing valuable insights and principles that can guide public administrators in their efforts to promote good governance and improve service delivery. Public administrators can prioritise efficiency, effectiveness, and accountability in the delivery of public services. They can implement performance management systems, strategic planning, and evidence-based decision-making processes. The choice of NPM as a guiding framework is justified by its focus on decentralisation, competition, and performance measurement. By emphasising performance and outcomes, public administrators can ensure that resources are allocated effectively and that government actions align with the needs and aspirations of the Nigerian people⁹¹.

Furthermore, the NPM can help address issues of corruption, bureaucracy, and inefficiency that often hinder good governance and political security. By introducing market-oriented mechanisms, such as privatisation, contracting out, and competition, the NPM aims to improve service delivery and reduce opportunities for corruption. These measures can enhance the transparency, accountability, and responsiveness of public administration in Nigeria⁹¹. However, some scholars argue that the new public management theory has a narrow focus on efficiency and performance. Therefore, it may neglect broader societal goals, equity considerations, and the needs of marginalised populations. They also warn of potential downsides, such as the risks of over-fragmentation and loss of control⁹².

2.3. Review of Empirical Studies

2.3.1. Global Perspectives on Agencification

Numerous studies have explored the outcomes of agencification in developed countries. For example, the UK's experience with agencification, particularly the creation of executive agencies in the late 1980s and early 1990s, has been extensively studied. A study discovered that while agencification led to improvements in efficiency and service delivery, it also introduced challenges related to coordination and accountability⁹³.

In Sweden, agencies have long been a cornerstone of public administration, operating with significant autonomy from central government ministries. A study on the Swedish model of agencification revealed that this approach significantly enhanced efficiency and citizen satisfaction by allowing semi-autonomous public agencies to operate with considerable independence. This autonomy enabled agencies to specialise and streamline their operations, leading to more effective service delivery and reduced bureaucratic delays, which citizens highly appreciated. However, the study also highlighted potential drawbacks, such as policy fragmentation and coordination challenges. The independence of these agencies sometimes resulted in them pursuing their agendas, causing inconsistencies in policy implementation and complicating the coordination of cohesive government policies. Despite these challenges, the study noted that the Swedish model's benefits in terms of efficiency and satisfaction were substantial, provided that robust mechanisms were in place to manage and mitigate the risks of fragmentation and coordination issues⁹⁴.

Two scholars examined the concept and development of agencification in public administration across several countries. Their study highlights that agencification significantly transformed public administration systems by promoting decentralisation and

enhancing managerial autonomy. By analysing countries like the UK, Germany, and the USA, the authors found that agencification improved efficiency in service delivery through specialised agencies that adopted private-sector management techniques. However, the success of these reforms depended on strong political consensus and strategic management. The study concludes that agencification can be successful when guided by clear accountability frameworks and well-defined roles for agencies ⁹⁵.

A study investigated the impact of agencification on public administration performance across Germany, Spain, and the United Kingdom from 2006 to 2016. Using unique administrative datasets and quasi-experimental methods, the study measures the effects on value-for-money, competitiveness, and timeliness. The findings reveal heterogeneous effects across countries and outcomes, with an average improvement in value-for-money by 2.8% or 1.7 billion EUR over a decade. However, outputs and processes show only marginal changes. The study highlights that recently agencified organisations show minimal performance improvements, while older agencies achieve substantial gains. The administrative context of each country plays a crucial role, with significant changes observed in countries with higher adoption of new public management practices. The study underscores the importance of agency maturity and contextual factors in mediating the effects of agencification⁹⁶.

The study titled "The Illusion of Financial Performance: Lessons from Public Sector Agencification in Indonesia" explores the financial performance measurement practices in Indonesian public sector agencies following agencification. Conducted as a qualitative case study across eight higher education institutions, the research reveals that agencification, introduced widely since 2005, has not led to improved financial performance. Instead, these agencies experienced a significant and growing deficit from 2005 to 2013. The study suggests that this poor economic performance is due to the prioritisation of public service

effectiveness over financial efficiency. While agencification aimed to enhance efficiency by adopting business-like practices, it appears to have failed in optimising the use of public resources. The findings highlight a critical gap between the intended and actual outcomes of agencification, questioning its efficacy in the Indonesian context⁹⁷.

The article "How interagency coordination is affected by agency policy autonomy" explores how the level of autonomy granted to government agencies shapes their inclination and capacity to coordinate with other agencies. Drawing from both agency theory and stewardship theory, the paper examines whether autonomous agencies are more or less likely to engage in collaborative efforts. Using performance contracts and annual reports from Norwegian ministries and agencies, the researcher conducts a quantitative content analysis to assess these dynamics. The findings align strongly with agency theory, showing that agencies with greater policy autonomy tend to coordinate less frequently than those with limited autonomy. This suggests that while autonomy can empower agencies to act more independently, it may also weaken incentives to cooperate across institutional boundaries. Although the study's insights are rooted in the Norwegian administrative context, which may affect generalizability, it provides valuable empirical evidence on the trade-offs between agency independence and systemic collaboration. For policymakers, the study offers a cautionary perspective: increasing agency autonomy without mechanisms to foster coordination may hinder cohesive governance efforts⁵⁰.

The study *Citizen Perceptions and Public Servant Accountability of Local Government Service Delivery in Malaysia* offers a rigorous empirical assessment of accountability mechanisms within Malaysian local governments, based on responses from 1,155 participants: 787 citizens and 368 public servants across six councils. Utilizing a two-point Likert scale and SPSS-based descriptive analysis, the research reveals a general satisfaction with service

delivery but identifies critical gaps in responsiveness, citizen engagement, and infrastructure maintenance. While employees perceive themselves as proactive and accountable, citizens report delays in complaint resolution and limited involvement in decision-making processes. The study highlights discrepancies between internal perceptions and public expectations, emphasizing the need for participatory governance and improved communication. It contributes to public administration literature by empirically validating the role of citizen feedback in shaping accountability and calls for structural reforms to enhance transparency, responsiveness, and trust in local governance¹³³.

A study provides a comparative analysis of agency populations, autonomy, and control in Austria, Germany, the Netherlands, and Switzerland, highlighting both similarities and differences in their politico-administrative systems. It examines various agency types, noting fundamental differences despite many similarities, and compares the history and drivers of agencification, revealing distinct patterns and the concept of an ideal type of modern agency. The study assesses agency autonomy and control, exploring the influence of legal type within the context of the countries' legalistic administrative traditions. The study summarises the effects of agencification as multifaceted, impacting both the structure and functioning of public administration. Agencification has led to increased specialisation and efficiency within agencies, allowing for more focused and expert-driven service delivery. However, it has also introduced challenges related to coordination and control, as the autonomy granted to agencies can sometimes lead to fragmentation and difficulties in maintaining cohesive policy implementation⁹⁸.

The study "Educational Reforms in Georgia: Past Progress and Future Directions" provides a comprehensive empirical analysis of the educational reforms implemented in Georgia over the past decades. The research employs a mixed-methods approach, combining quantitative

data from national educational statistics and qualitative insights from interviews with policymakers, educators, and students. The findings highlight significant progress in areas such as increased enrolment rates and improved infrastructure. However, the study also identifies persistent challenges, including regional disparities in educational quality, insufficient teacher training, and limited access to early childhood education. The empirical evidence suggests that while reforms have led to notable improvements, there is a need for targeted policies to address these ongoing issues. The study concludes with recommendations for future reforms, emphasising the importance of equitable resource distribution, enhanced teacher professional development, and the integration of technology in classrooms to further advance the educational system in Georgia⁹⁹.

The article *The Impact of Agency Theory on Organizational Behaviour: A Systematic Literature Review of the Latest Research Findings* offers a robust empirical synthesis of how agency theory shapes organizational dynamics, particularly in decision-making and risk management contexts. Drawing from 137 scholarly sources and narrowing down to 31 key studies, the authors systematically analyse how principal-agent relationships, defined by incentives, monitoring, and control, affect individual behaviour within organizations. The review highlights consistent empirical evidence that agency theory influences governance structures, internal auditing, financial reporting, and performance outcomes across diverse sectors, including education, healthcare, and corporate finance. By integrating findings from both qualitative and quantitative studies, the paper underscores the theory's practical relevance in shaping accountability mechanisms and strategic behaviour, while also identifying gaps for future research in cross-cultural and sector-specific applications¹⁰¹.

The article *Not Too Much, Not Too Little: Centralization, Decentralization, and Organizational Change* presents a nuanced empirical investigation into how varying degrees

of decision-making centralization affect the implementation of organizational changes in public sector institutions. Drawing on data from a national survey of midsized and large U.S. city governments, the authors employ ordered probit regression analyses and robustness checks to assess the impact of centralization on four types of change: reorganization, service contracting, technology adoption, and performance information use. Their findings challenge the binary framing of centralization versus decentralization, revealing that moderate levels of each, rather than extremes—are more conducive to effective change implementation. The study supports contingency theory, suggesting that public organizations strategically calibrate their decision-making structures in response to environmental and organizational demands. This empirical evidence underscores the importance of flexible governance models tailored to specific change contexts rather than rigid structural prescriptions¹⁰².

A study explores the digital transformation of public service delivery and its impact on local governments. It employs a comprehensive literature review and case studies from various countries to assess the benefits and challenges of digitisation. The findings indicate that digital transformation enhances efficiency, citizen engagement, and government accountability. However, it also highlights potential obstacles such as digital divides, privacy concerns, and the need for technological readiness. The study emphasises the importance of citizen-centric approaches and the integration of artificial intelligence and big data governance to improve public services. It also underscores the necessity for effective governance frameworks and ethical considerations to address the challenges associated with digital transformation. Overall, the research provides valuable insights into the transformative potential of digital technologies in public administration while acknowledging the complexities and risks involved¹⁰⁷.

The study "Organisational Justifications in Public Governance" provides a nuanced empirical examination of semi-autonomous state organisations, specifically executive bodies, statutory agencies, and state-owned enterprises. Drawing on diverse case types and governance contexts, the article emphasises that these entities vary widely in form, powers, and performance, yet consistently serve as instrumental nodes within public governance systems. The study's analysis challenges the notion of autonomy as a singular construct, showing that state organisations operate under layered frameworks of control, oversight, and legitimacy. The empirical findings underscore that governments often justify these bodies based on context-specific performance expectations, legal design, and public interest rationales. Notably, the study highlights that missed opportunities in coordination, accountability, and alignment with overarching policy objectives can undermine their effectiveness, especially when organisational justifications are vague or symbolic rather than performance based. This work builds on earlier organisational theory and contributes to comparative public administration by revealing how governance outcomes depend on how well structure, function, and justification are aligned⁴¹.

The study "Service Quality Models and Their Dimensions: A Comprehensive Review" presents a detailed empirical analysis of various service quality frameworks, emphasizing their relevance and application across sectors, particularly in public administration. Using a desktop-based literature review methodology, the authors examine models such as SERVQUAL, SERVPERF, Importance-Performance Analysis (IPA), and the Kano model, highlighting their dimensions, strengths, and limitations. SERVQUAL, with its five core dimensions; tangibles, reliability, responsiveness, assurance, and empathy, is identified as the most empirically validated and widely used model, especially in evaluating citizen satisfaction and institutional performance. SERVPERF is noted for its streamlined focus on

performance, while IPA and Kano offer strategic insights into prioritization and innovation. The review underscores that effective service delivery is multidimensional, requiring a blend of models to capture both subjective perceptions and objective performance metrics. In the context of public administration, these models provide valuable tools for diagnosing service gaps, enhancing accountability, and improving responsiveness to citizen needs. The authors conclude that integrating multiple service quality models can significantly strengthen service evaluation frameworks, making them more adaptable to dynamic governance environments and more effective in promoting public trust and satisfaction⁴.

The study titled “Public Services, Public Acceptance, and Satisfaction: Macro Evaluation of Government Services in Sigi Regency” offers a comprehensive empirical assessment of public service delivery in Sigi Regency, Indonesia. Using a mixed-method approach that combines quantitative surveys and qualitative interviews, the authors evaluate both the Community Satisfaction Index (IKM) and the Public Acceptance Index (IPM) across various sectors including health, education, infrastructure, and environmental services. The findings reveal a generally high level of public acceptance (IPM score of 3.92) and satisfaction (IKM score of 76.02%), though certain dimensions, particularly program efficiency and public trust fall below average and warrant strategic improvement. The study identifies 14 indicators of satisfaction and 9 variables of acceptance, with service procedures and responsiveness scoring highest in satisfaction, while comfort and security lag behind. Similarly, program suitability and network strength are well received, whereas efficiency and trust require attention. The authors argue that enhancing transparency, accountability, and responsiveness can significantly improve public trust and service quality. Theoretically, the study reinforces existing literature on governance performance and citizen engagement, while practically, it provides actionable insights for local governments to refine service delivery and policy

implementation. Overall, the research underscores the importance of aligning public services with citizen expectations and institutionalizing performance measurement to foster trust and satisfaction⁸.

A study on 'Agencification and Public Sector Performance: A systematic comparison in 20 countries' examines the impact of agencification on public sector performance across twenty countries. Agencification, the creation of semi-autonomous agencies, was expected to enhance public sector efficiency and output. However, the study's findings indicate an adverse effect on both production and efficiency, challenging the economic claims supporting agencification. The research utilised various indicators and data sources, including the World Bank and the World Economic Forum, to ensure robustness. Despite the anticipated benefits, the results suggest that agencification has not led to improved public sector performance, raising questions for policymakers and future research on the effectiveness of this governance model¹⁰⁸.

An article titled "Agencification, policy reversal and the reforms of the French health care system" offers an in-depth qualitative assessment of agencification and its reversal within the French health care system. Using secondary data from ministerial and technical agencies, the study explores how decentralisation through public health agencies initially aimed to enhance efficiency, flexibility, and responsiveness. However, fragmented governance, bureaucratic inconsistency, and managerial shortcomings led to underwhelming outcomes, prompting a re-centralisation of authority through the 2009 HPST Law. The researcher highlights how New Public Management (NPM) tools like performance contracts, benchmarking, and DRGs reshaped professional norms, often clashing with traditional medical values and complicating service delivery. The article's findings underscore how agencification, when not accompanied by inclusive governance and precise accountability mechanisms, can erode public trust and

democratic engagement. The study argues that the reassertion of central control, while aiming to restore coherence and fiscal discipline, has marginalised civic participation and intensified technocratic management³⁹.

A study conducted on "Agencification in Asia: Lessons from Thailand, Hong Kong, and Pakistan" explores the implementation of agencification as part of New Public Management (NPM) reforms in these three countries. Using a comparative literature review method, the research highlights that each country adopted agencification differently, influenced by their unique traditions, cultures, structures, and values. The study reveals that the rational agency model is not the sole driver for these initiatives; instead, contextual factors play a significant role. The findings suggest that Indonesia, another NPM adopter, can learn valuable lessons from these countries' experiences to enhance its administrative reforms. The paper underscores the importance of understanding local contexts in implementing public sector reforms and provides policy implications for countries looking to modernise their bureaucratic systems¹⁰⁹.

Another study on "The agencification of Europe: explaining the establishment of European Community agencies" explores the transformation of governance in the European Union through the increased use of agencies. The researcher focuses on Community Agencies, the most common type in the EU, and provides a four-level analysis. At the conceptual level, the study delves into the 'agency' concept, drawing from public management literature. Empirically, it classifies these diverse bodies. Theoretically, it identifies key driving factors behind agency establishment, using a framework derived from new institutionalist theories. The research traces and analyses the establishment process of four case study agencies, revealing that understanding agency creation requires multiple strands of new institutionalism.

The thesis also reflects on the broader role of agencies, contributing to academic debates on the 'regulatory state' and its implications for legitimacy¹⁶.

Another study offers a compelling empirical investigation into the drivers behind governments' use of corporate state agencies (CSAs) in illiberal political contexts, focusing specifically on Hungary between 1995 and 2014. Drawing from a unique dataset of government-owned enterprises (GOEs), the authors test several hypotheses rooted in economics, institutional theory, and ideational frameworks. Their findings reveal that while economic factors do play a role in shaping government reliance on CSAs, their influence is relatively limited. More significantly, the study identifies organizational myths, particularly the "myth of central control" associated with Viktor Orbán's administration, as a dominant explanatory factor. Interestingly, the research finds no direct empirical support for the impact of illiberal political transformation or administrative reform doctrines on the proliferation of CSAs. This challenges conventional assumptions about the role of institutional change in public sector restructuring and suggests that symbolic and ideational drivers may be more influential than previously thought. Overall, the study contributes to a nuanced understanding of agencification in non-democratic settings and highlights the importance of examining informal narratives and political symbolism in public administration reforms¹¹⁰.

2.3.2. Empirical Studies in Africa

The experience of African countries implementing agencification has been mixed. In Tanzania, for example, the introduction of agencification was part of broader public sector reforms aimed at improving service delivery. A study revealed that while agencification led to some improvements in service delivery, such as enhanced efficiency and better resource allocation, it was significantly hindered by several challenges¹¹¹. These included limited

financial resources, which constrained the agencies' operational capabilities, and capacity constraints, such as a shortage of skilled personnel and inadequate infrastructure. Additionally, weak accountability mechanisms led to inefficiencies and potential misuse of resources. The study also highlighted broader institutional issues, including governance problems like corruption and bureaucratic inertia, which further impeded the effectiveness of agencification. Overall, the findings underscore the need for addressing these systemic challenges to ensure the long-term success and sustainability of agencification reforms¹¹¹.

In Ghana, the establishment of autonomous agencies was intended to enhance the efficiency of public service delivery. However, a study revealed that while the creation of public agencies in Ghana led to some improvements in service delivery, their effectiveness was significantly hampered by political interference, lack of capacity, and inadequate funding¹¹². Political actors often exerted undue influence on these agencies, compromising their autonomy and decision-making processes. Additionally, many agencies struggled with insufficient human resources and technical expertise, limiting their ability to implement policies effectively. Funding constraints further exacerbated these challenges, restricting operational capabilities. The study also highlighted concerns about accountability and transparency, noting that oversight mechanisms were often inadequate. These findings underscore the need for reforms to ensure agency autonomy, invest in capacity building, secure adequate funding, and strengthen accountability mechanisms. These insights are particularly relevant for public sector reforms in Nigeria, where similar challenges exist, and addressing these issues could significantly enhance the performance and sustainability of public enterprises¹¹².

Another study conducted on the effect of agencification in Pakistan and Tanzania reveals that the creation and revitalisation of agencies in developing countries, driven by New Public

Management (NPM) reforms and guided by World Bank/IMF governance, have not been systematically conceptualised or legally framed⁸⁷. These agencies, often seen as alternatives to corrupt state-owned enterprises, operate within administrative systems characterised by weak political institutions and entrenched bureaucratic traditions. The findings indicate that while agencification aims to improve efficiency, transparency, and accountability, it often fails to trigger significant public sector transformation due to the autonomy and embedded nature of these administrative systems. The study concludes that without a systemic framework and genuine performance improvement, agencies in developing countries, particularly in Africa, are unlikely to achieve the desired public sector reforms⁸⁷.

The article "Public Good and the Crises of Service Delivery in Africa" examines the challenges faced by public service delivery in Africa, highlighting systemic issues such as corruption, inadequate infrastructure, and poor governance¹¹³. The researcher argues that these factors significantly hinder the provision of essential services like healthcare, education, and sanitation. The study uses empirical data to demonstrate how these challenges lead to inefficiencies and inequities in service delivery, ultimately affecting the quality of life for citizens. The author also discusses potential solutions, emphasising the need for stronger institutional frameworks, increased transparency, and community involvement to improve service delivery outcomes¹¹³.

A study offers an empirical assessment of how agencification, through the creation of the Thaba Chweu Local Economic Development Agency (Thaleda), is used to enhance public service delivery and economic competitiveness at the municipal level. Employing a case study approach supported by thematic and content analysis, the research finds that Thaleda has achieved notable success in promoting efficiency, productivity, political neutrality, and competitiveness in local governance. However, it also reveals significant institutional

challenges, including political patronage and weak legislative support due to inadequate municipal bylaws. These issues compromise sustainability and accountability, indicating that without structural reforms, the full potential of agencification may be stifled. The authors recommend that local agencies should adopt wealth-generation models, such as acquiring equity in local industries, to ensure financial independence and reduce dependence on government grants, thereby improving resilience and developmental impact¹¹⁴.

A research work on “Transformation in the South African Public Service: The Case of Service Delivery in the Department of Health” reviewed and assessed the extent to which transformation has materialised in the South African public service³⁴. According to the research, transformation has implied a fundamental reframing of the South African public service, replacing an old system with a new one. Through various legislations, objectives were established to improve the lives of South Africans. The Department of Health, amongst others, was selected to pilot a service delivery initiative because an improved health system would contribute directly to the improvement and expansion of the human resource potential of the country. The researcher noted that after a decade, it is still essential to assess a government’s performance to observe if there is progress in terms of services delivered to the people. The purpose is not to pass or fail a particular initiative, but to identify weaknesses, suggest remedies, and inform the community about the developments made³⁴.

The study titled "Transforming public service delivery within the Department of Public Service and Administration: the quest for good governance" examines the transformation and modernisation of public service delivery in South Africa post-1994. It focuses on the Department of Public Service and Administration (DPSA). It evaluates the impact of key public policies, such as the White Paper on the Transformation of the Public Service (1995) and the White Paper on Transforming Public Service Delivery (1997). The findings reveal

that the Batho Pele White Paper was not uniformly embraced or understood by all public officials within the DPSA, indicating inconsistencies in its implementation. The study underscores the challenges faced by the South African government in overcoming the socio-economic legacies of colonialism and apartheid, highlighting the need for more effective and inclusive policy execution to achieve good governance and improved public service delivery¹¹⁵.

This study examines government performance in service delivery across Africa using Afrobarometer public opinion data from 35 countries in 2014/2015. The findings reveal that government service delivery is generally low and varies significantly across countries. The study identifies three main factors influencing government performance: the status of the economy, corruption levels, and media effectiveness. Governments tend to perform better in service delivery when the economy is strong, corruption is low, and the media effectively uncovers government mistakes and corruption. Conversely, high levels of corruption and perceived widespread involvement of public officials in corrupt activities lead to poor service delivery. The study also highlights the political nature of service delivery in developing democracies, where strong partisan affinities among voters can undermine public service provision by reducing officials' incentives to deliver quality services and weakening accountability. Data from a UNICEF project in Ghana supports this argument, showing that service quality is lower in strongly partisan districts. The study concludes that improving economic performance, tackling corruption, and enhancing media effectiveness are crucial for better service delivery in Africa¹¹⁶.

Another study explores the challenges of service delivery in Sub-Saharan Africa (SSA), highlighting the significant lag in infrastructure compared to other developing regions. It identifies key factors such as funding shortfalls, inefficiency, and corruption that hinder

adequate service provision. The paper contrasts public and private sector roles, noting that privatisation, often promoted as a solution, has not consistently yielded positive outcomes due to misaligned incentives and underinvestment. The case of Lagos is used to illustrate the disparities in service access, where a majority rely on private or community solutions due to inadequate public infrastructure. The study underscores the need for better planning, management, and investment in infrastructure, advocating for public-private partnerships (PPPs) with appropriate contractual arrangements to meet socio-economic objectives. It concludes that improving service delivery is crucial for achieving the Millennium Development Goals and overall economic development in SSA¹¹⁷.

The study offers a methodologically sound and data-driven exploration of the impact of transformational leadership on service delivery within Kenya's National Police Service (NPS). Employing a cross-sectional design and structural equation modelling (SEM), the researchers systematically examine how key traits of transformational leadership—such as inspiring subordinates, sharing a clear vision, fostering trust, and strategically managing change—relate to improved public service outcomes. A robust sample of 452 officers drawn through stratified random sampling strengthens the validity of the findings. Factor analysis revealed six strong components of transformational leadership and two core service delivery outcomes: customer satisfaction and service quality. Notably, the study finds that transformational leadership accounts for a 0.60 increase in service delivery, suggesting a substantial correlation. Diagnostic tests, including KMO measures and Bartlett's sphericity, confirm the model's statistical adequacy, while high Cronbach's alpha values affirm internal consistency. Importantly, the authors go beyond theoretical exposition by critically identifying the structural and cultural gaps hindering reform implementation and recommending a strategic pivot toward people-centred, proactive policing. This empirical

review concludes that the article effectively bridges leadership theory with practical reform mechanisms and contributes meaningful insights into public sector transformation in developing contexts³⁰.

The study titled "Service Delivery in the City of Mutare: A Perspective from Local Residents" examines the effectiveness of the Mutare City Council in providing public services. Using a social attitude survey, the research assesses public perception of service delivery since the opposition party took control in 2018. Despite initial promises to improve services, the study reveals widespread public dissatisfaction, attributing poor service delivery to both municipal underperformance and broader governmental inefficiencies. Historical context is provided, noting that Zimbabwe's local government system, once robust, has deteriorated due to political and economic challenges. The study highlights issues such as uncollected refuse, poor road maintenance, and inadequate water and sanitation services. It also discusses past reforms, including the adoption of the executive mayoral system and results-based management, which had limited success. The findings underscore the need for enhanced capacity, better resource utilisation, and stronger governance to improve service delivery in Mutare¹¹⁸.

This study investigates the impact of e-governance on public service delivery in developing countries, with a specific focus on Kenya. It employs a qualitative research design to explore the concepts of public administration, governance, and electronic service delivery. The findings highlight a significant investment in e-governance across many developing nations, driven by the need for efficient, effective, equitable, and transparent public services. The study underscores the role of e-governance as a powerful tool for achieving development and administrative reforms, aligning with Kenya's Vision 2030 blueprint. It also identifies challenges such as poor ICT infrastructure and project management, recommending the

alignment of citizen services to the e-citizen portal and decentralisation of Huduma Centres to enhance accessibility. The study concludes that e-governance can significantly improve service delivery, reduce corruption, and promote transparency and accountability in public administration¹¹⁹.

A conference paper titled “Can ‘Pockets of Effectiveness’ trigger public sector transformation in Africa?” explores the concept of ‘pockets of effectiveness’ (PoEs) within African public sectors. These PoEs are defined as public organisations or agencies that perform exceptionally well despite the generally poor performance of the public sector in many African countries. The paper argues that these PoEs can serve as catalysts for broader public sector transformation by demonstrating that effective and efficient public service delivery is possible even in challenging environments. The paper examines various case studies across Africa, highlighting how these PoEs manage to achieve high performance through factors such as strong leadership, autonomy, and external support. The study also discusses the potential for scaling up these successes to achieve systemic improvements in public administration. The study emphasises the importance of understanding the specific contexts and conditions that enable PoEs to thrive, suggesting that targeted interventions and support can help replicate these successes more broadly across the public sector¹²⁰.

2.3.3. Empirical Studies in Nigeria

In Nigeria, agencification has been an integral part of public sector reforms, particularly since the 1990s. The move towards agencification was driven by the need to address inefficiencies in public service delivery, reduce corruption, and enhance accountability⁶⁷. The Nigerian experience with agencification has been explored in several studies, which have provided mixed assessments of its impact.

According to a study titled “Re-inventing Nigeria's Public Sector: A Review of National Agency for Food, Drug Administration and Control (NAFDAC)”. It reviews the success of the National Agency for Food, Drug Administration and Control (NAFDAC) in Nigeria, attributing its achievements to the principles of New Public Management (NPM). It highlights how NAFDAC, under the leadership of Prof. Dora Akunyili, significantly reduced the prevalence of fake drugs and consumables in Nigeria. The study, which used primary and secondary data, including a sample of 133 employees from NAFDAC's Lagos office, found that NPM practices have enhanced the agency's performance and service delivery. The article argues that traditional public administration theories have failed to deliver necessary public goods and services and recommends that Nigeria's public sector adopt NPM best practices to improve efficiency and effectiveness. However, it also advises caution in implementing these changes due to the unique characteristics of the Nigerian state and society⁹.

Another study titled "The effects of agencification on the capacity of the federal inland revenue service in Nigeria" explores the impact of granting autonomy to the Federal Inland Revenue Service (FIRS) in Nigeria. The research primarily employs qualitative methods, including interviews with FIRS officials involved in the reform implementation. The findings reveal that despite the intention behind agencification to reduce political control and enhance efficiency, FIRS has struggled with political interference, particularly in budget approval and oversight by the National Assembly. Additionally, internal resistance to change and the quality of leadership have posed significant challenges. The study underscores the importance of appointing well-trained and capable leaders rather than using such positions for political patronage. Overall, the research highlights the complexities and obstacles in achieving the intended benefits of agencification in the Nigerian context¹²¹.

The article titled "Public Administration Reform: An Impetus for Good Governance and Political Security in Nigeria" explores the various policy, institutional, and legal initiatives undertaken by the Nigerian government over the past decade to improve public service delivery. Despite these efforts, challenges such as weak institutional capacity, corruption, poor leadership, inadequate public service delivery, political instability, limited resources, poor infrastructure, and a shortage of skilled human resources continue to undermine good governance and political security. The study, grounded in the New Public Management Theory, utilises secondary data to analyse the strategies and mechanisms employed by public administrators in Nigeria. It highlights the importance of capacity building, international cooperation, and ethical conduct in enhancing good governance. The paper identifies corruption, lack of accountability, bureaucratic bottlenecks, and insufficient capacity as significant obstacles. Recommendations include promoting transparency and accountability, encouraging citizen participation in decision-making, empowering local governments with adequate resources, and establishing a proper recruitment base to foster professionalism and meritocracy in the public service⁶⁷.

The study titled "The Need to Make Nigerian Public Enterprises Work" offers a comprehensive empirical and historical analysis of the challenges facing public enterprises in Nigeria, drawing on decades of policy evolution, institutional reforms, and economic interventions. It traces the origins of these enterprises to colonial and post-independence developmental goals, highlighting their intended roles in infrastructure development, employment generation, and economic sovereignty. Through a synthesis of government reports, scholarly critiques, and policy documents, the study identifies persistent issues such as corruption, political interference, inadequate funding, and managerial inefficiency. Empirical references to privatization efforts, including the Structural Adjustment Programme

and the establishment of the Bureau of Public Enterprises, underscore the mixed outcomes of reform initiatives. The paper also reviews performance metrics, service delivery and return on investment, revealing systemic underperformance and fiscal drain. Ultimately, the study advocates for context-sensitive reforms, enhanced transparency, and strategic public-private partnerships to revitalize the sector and align it with Nigeria's macroeconomic goals.

This study explores administrative accountability and public service delivery in local government councils in Delta State, Nigeria. Drawing on secondary data from existing literature, it argues that despite political shifts and public scepticism, agency theory remains a robust framework for enhancing governance outcomes. The research highlights how clearer principal-agent relationships can improve employee performance, bolster administrative accountability, and restore public trust in elected officials. However, it also critiques the superficial use of "accountability" in Nigerian public administration, noting that while the term is widely invoked, its practical implementation, especially in local councils—remains underdeveloped. The study concludes that for meaningful reform, local leaders must embrace deeper accountability mechanisms rooted in agency theory to drive effective service delivery¹⁰².

The study "Organisational Pluralism and Leadership Effectiveness of Selected Private and Public Sectors in Jos, Nigeria" explores the relationship between organisational pluralism and leadership effectiveness in selected public and private sectors in Jos, Nigeria, using complexity theory as its conceptual backbone. Through a survey of 200 employees, the researchers assessed eight demographic variables: age, gender, experience, religion, tribal affiliation, education, marital status, and job position. They found each to be a statistically significant predictor of leadership effectiveness, jointly accounting for 30% of the variance. Participants generally rated their leaders as effective, and the empirical findings aligned with

broader literature supporting inclusive leadership, which demonstrates that managing diversity positively influences team identity, cohesion, and performance. The research encourages organisations to embrace pluralism intentionally, framing diversity not as a liability but as a strategic asset to be leveraged through effective leadership development, participative decision-making, and transparent communication practices⁷⁴.

Another study explores the potential of New Public Management (NPM) for enhancing post-pandemic public service delivery in Nigeria. It highlights the divergence in expenditure and revenue trajectories and the increasing demand for better public services since the late 1970s, which led to the adoption of NPM principles in Western Europe and North America. The study evaluates the feasibility of fully implementing NPM in Nigeria, focusing on service quality, cost recovery, decentralisation of decision-making, and performance measurement. It draws on both theoretical and empirical research to argue that NPM could stabilise and improve public service delivery in Nigeria's post-pandemic era. The paper also discusses the challenges faced by developing countries in adopting NPM, noting the limited success of partial implementations in Africa. Overall, it provides a comprehensive analysis of how NPM could address inefficiencies and enhance the effectiveness of public service delivery in Nigeria⁸⁹.

A paper explores the critical relationship between public policy and public service delivery in Nigeria, emphasising the role of the public service in implementing governmental actions to address societal issues. It adopts Total Quality Management (TQM) as its analytical framework to understand why many policies fail to achieve their objectives. The study highlights the importance of policies that are tailored to Nigeria's unique challenges rather than adopting those from Western powers. It underscores the necessity for continuity in effective policies across different administrations, advocating for a break from colonial

influences to maintain sovereignty and self-determination. It concludes that for public policies to be successful, they must be inward-looking and consistently applied, regardless of changes in government³¹.

The study on the "Impact evaluation of Ogun State traffic compliance and enforcement corps intervention on Nigerian highways" evaluates the effectiveness of the Ogun State Traffic Compliance and Enforcement Corps (TRACE) in enhancing road safety and compliance on Nigerian highways. The objective is to assess TRACE's impact on traffic compliance and accident reduction in Ogun State. Utilising both quantitative and qualitative methods, including surveys, interviews, and traffic accident data analysis, the study finds a significant decrease in traffic accidents and improved compliance with traffic regulations, attributed to TRACE's enforcement strategies and public awareness campaigns. It recommends sustained funding and training for TRACE personnel and expanding TRACE's operations to other regions for a broader impact⁸⁴.

The study titled "Assessment of Solid Waste Management in Ota, Ogun State, Nigeria" examines the challenges and current state of solid waste management in Ota. The city's single dump site and other illegal dumps were assessed, revealing inadequate waste management infrastructure. The authors recommend engaging more Private Service Providers (PSPs), improving facilities and equipment, and launching public awareness campaigns to address these issues. The study underscores the urgent need for better waste management practices to mitigate environmental and health risks in Ota¹⁰.

The article "SERVICOM Launches Citizens E-Feedback Portal to Enhance Government Service Delivery in Nigeria" details a significant digital initiative aimed at improving public service responsiveness and transparency. Unveiled during the National Council of

SERVICOM Nodal Officers' meeting in Abuja, the portal allows Nigerian citizens to report service experiences, whether complaints or commendations, based on the standards promised by Ministries, Departments, and Agencies (MDAs). According to SERVICOM's National Coordinator, Mrs. Nnenna Akajemeli, the platform aligns with Nigeria's commitment to the Open Government Partnership (OGP), promoting citizen empowerment and anti-corruption efforts. Functioning at three levels; citizen feedback, MDA response, and SERVICOM oversight, the portal facilitates real-time engagement and accountability. Citizens submit feedback, MDAs respond and process it, while SERVICOM monitors interactions to ensure service improvement. The initiative also supports broader reforms, including the development of service charters and a draft National Policy on Service Delivery. Akajemeli emphasized that active participation by MDA CEOs is crucial for institutionalizing the feedback mechanism and strengthening government-citizen relations. Overall, the portal represents a strategic move toward a more transparent, responsive, and citizen-centred public service in Nigeria³.

A study examined the impact of agencification on public service delivery in Nigeria, with a focus on the Federal Road Safety Commission (FRSC) and provides a nuanced analysis of the reform's outcomes. The study found that agencification led to notable improvements in efficiency and service delivery, as the FRSC became more specialised and focused on its core mandate. However, these gains were tempered by significant challenges. Inadequate funding emerged as a critical issue, limiting the agency's capacity to sustain and expand its operations. Political interference was another major obstacle, undermining the FRSC's autonomy and operational effectiveness. Additionally, the study highlighted the weakness of oversight mechanisms, which failed to provide the necessary accountability and support for the agency's activities. These findings suggest that while agencification can enhance public

service delivery, its success is contingent upon addressing financial, political, and governance-related challenges to ensure sustainable improvements³⁵.

The article offers a critical overview of how electronic governance (e-governance) influences service delivery within Nigeria's public sector, highlighting both its transformative potential and practical challenges. Grounded in communication theory, the paper argues that the efficient flow of information, facilitated by ICT tools, is fundamental to improving administrative effectiveness and transparency. Drawing insights from both empirical observations and theoretical expositions, the authors assert that e-governance boosts transparency, curbs corruption, promotes accountability, and enhances public access to services. The study underscores how e-platforms have modernised service delivery through innovations like e-policing, e-participation, e-taxation, and electronic recruitment. The analysis references practical examples from education, health care, and urban governance sectors, illuminating how ICT enhances efficiency and citizen engagement. However, the paper does not shy away from confronting implementation challenges, identifying inadequate infrastructure, poor internet connectivity, insufficient training, and resistance to change among public servants as significant barriers. The authors recommend structured investments in ICT, increased digital literacy, and consistent political will as prerequisites for embedding e-governance sustainably. In sum, the article delivers a compelling case for the potential of e-governance to revamp Nigeria's public service landscape if pursued with strategic intent and institutional support³⁶.

Another study extensively explores the Agency Theory and its application in enhancing public accountability and improving public service delivery, particularly in Delta State, Nigeria. Utilising secondary data from various books and articles, the research highlights the theory's effectiveness despite facing objections, government changes, and public reservations.

The study underscores the potential benefits of applying Agency Theory to local government councils, emphasising improvements in service provision, employee performance, administrative accountability, and public confidence in elected officials. It concludes that administrative accountability remains a crucial yet underdeveloped concept in Nigerian public administration, often used to denote accountability for actions without much further development. The study calls for strict adherence to accountability practices by local government leaders to ensure quality service delivery, reflecting a broader trend in public administration research that supports the capacity for learning and effectiveness among public administrators⁹⁵.

The study titled "Public Perception of Solid Waste Management Practices in Nigeria: Ogun State Experience" investigates the attitudes and perceptions of residents in five Local Government Areas of Ogun State towards solid waste management. Using a survey method, the research examines socio-demographic factors, household characteristics, and standard waste disposal practices. Key findings reveal that significant factors such as age, income, and education levels influence public attitudes towards waste management. The research underscores the need for better enforcement of environmental laws and increased public awareness of proper waste management practices. The presence and effectiveness of environmental task forces were also evaluated, showing a need for improved monitoring and control to enhance waste management efficiency¹²².

This study on effective waste management in Nigeria highlights the critical challenges and potential solutions for sustainable development. It underscores the interaction between human activities and environmental degradation, emphasising the urgent need for improved waste management policies. The authors identify corruption, policy inconsistencies, and lack of resources as significant obstacles to effective waste management. They argue that despite

some progress, such as the establishment of the Federal Environmental Protection Agency (FEPA) and various state-level initiatives, these efforts are often undermined by financial mismanagement and inadequate infrastructure. The study also discusses the health and environmental impacts of poor waste management, including pollution and disease. Recommendations include adopting the five Rs of environmental management (Refuse, Reduce, Reuse, Recycle, and Rot) to mitigate these issues and promote sustainable practices. Overall, the study calls for a comprehensive and integrated approach to waste management to ensure a healthier and more sustainable environment for future generations¹²³.

The study titled "Critique of Public Administrative Reform System: Post-Independence in Nigeria" critically examines the persistent challenges within Nigeria's public service post-independence. The authors argue that the public service's inefficiencies and ethical shortcomings are deeply rooted in a colonial mentality that has persisted despite numerous reforms. They highlight that these issues are not unique to Nigeria but are prevalent across sub-Saharan Africa. The study emphasises the need for a paradigm shift towards ethical education, starting from the formative years, to instil values of efficiency, honesty, and hard work. This approach aims to transform the public service into a more effective instrument for national development. The authors propose that addressing these ethical deficits is crucial for improving public service delivery and, by extension, the overall development of African nations. The paper uses Nigeria as a case study to illustrate these points and suggests that similar strategies could be beneficial for other African countries facing comparable challenges²⁹.

The study titled "Governance and policy relevance of the Nigerian 40-year grassroots revolution: 1976–2016" evaluates the effectiveness of Nigeria's local government reforms over four decades. It highlights that the initial success of these reforms, particularly under

military rule, was due to significant investments in structural, financial, and human resources. However, the transition to civilian governance saw a decline in effectiveness, attributed to inadequate accountability and economic disparities between urban and rural areas. The study suggests that enhancing accountability mechanisms and adopting an asymmetric approach to infrastructure financing could revitalise local governments, enabling them to better support democratic and developmental goals. This comprehensive analysis underscores the need for robust local governance structures to complement national economic strategies¹²⁴.

The study titled “Agency theory and corporate governance: A comparative study of Board diversity and financial performance in Nigeria” investigates the impact of board diversity on the financial performance of money deposit banks and selected manufacturing enterprises in Nigeria from 2015 to 2020. The findings reveal that board diversity significantly influences ROA in banks but has minimal impact on ROE. Conversely, in manufacturing firms, board composition significantly affects ROE but has little influence on ROA. The study underscores the importance of board diversity in enhancing financial performance, highlighting that diverse boards can lead to better decision-making and improved financial outcomes. Data was sourced from annual reports, the Nigeria Stock Exchange, and the Bureau of Statistics, providing a robust empirical foundation for the analysis¹²⁵.

The study titled "Achieving sustainable environmental governance in Nigeria: A review for policy consideration" provides a comprehensive analysis of Nigeria's environmental governance frameworks. It conducts a review of Nigeria's environmental governance, focusing on its legal, institutional, and policy frameworks. It highlights the ineffectiveness, lack of public participation, unenforceable laws, and poor coordination between agencies as significant challenges. The study emphasises the need for good governance to achieve sustainable environmental management, suggesting that environmental governance should be

a joint responsibility of shareholders and stakeholders. It reviews existing literature to underline the weak and uncoordinated institutional framework in Nigeria and recommends comprehensive, comprehensible, and enforceable environmental enactments. The study concludes that strengthening the institutional framework is crucial for effective and sustainable environmental management in Nigeria. Nigeria must strengthen its legal frameworks and ensure effective participation of all stakeholders in decision-making processes¹²⁶ .

The study titled "The Steve Oronsaye's Report and the Viability of Effective Public Service Reform in Nigeria" examines the impact of the Steve Oronsaye reform committee's report on Nigeria's public service. Utilising a desk-top method with documentary analysis and anchored on the Klador-Hick's efficiency theory, the study highlights the historical challenges and inefficiencies within Nigeria's public service since 1960. The Oronsaye report, a landmark in Nigerian public service reform, remains unimplemented mainly due to a lack of political will and potential economic and security implications. The study underscores the necessity of strong political commitment from all government branches to actualise the report's recommendations. It also emphasises the importance of providing palliative measures for workers affected by the proposed restructuring and rationalisation. The study concludes that implementing the Oronsaye report could significantly enhance public service efficiency and effectiveness in Nigeria, provided the government addresses the identified challenges¹²⁷.

The study titled "Agencification of Public Service Delivery in Nigeria: An Empirical Study of Selected Public Agencies in Lagos State" examines the effectiveness of agencification in improving public service delivery in Lagos State. Through mixed methods, including surveys and interviews, the study explores how selected agencies within key ministries such as Transport, Environment, Works, and Finance have impacted service provision. The findings

reveal several challenges, including a lack of human resources, inadequate financial management, and poor service delivery infrastructure. The agencification reform in Lagos State, following global trends, was intended to enhance service delivery by granting these agencies autonomy from traditional ministerial departments, thereby improving efficiency, accountability, and professionalism. Despite these aims, the study uncovers issues such as high levels of corruption, prohibitive service costs, and unequal service distribution, with services concentrated in wealthier areas of the state. Furthermore, while the agencification process has had some positive outcomes, such as improved accountability mechanisms and greater participation of professionals, it has not fully addressed critical infrastructural and managerial deficiencies. Consequently, the study suggests that further reforms, including leadership adjustments and the creation of additional agencies, are necessary to improve overall service delivery. The study's empirical analysis, supported by factor analysis and regression models, indicates that while agencification has led to some improvements, it has yet to significantly enhance the productivity and equity of public service delivery across Lagos State³.

The study *The Need to Make Nigerian Public Enterprises Work* offers a comprehensive empirical and historical analysis of the challenges facing public enterprises in Nigeria, drawing on decades of policy evolution, institutional reforms, and economic interventions. It traces the origins of these enterprises to colonial and post-independence developmental goals, highlighting their intended roles in infrastructure development, employment generation, and economic sovereignty. Through a synthesis of government reports, scholarly critiques, and policy documents, the study identifies persistent issues such as corruption, political interference, inadequate funding, and managerial inefficiency. Empirical references to privatization efforts, including the Structural Adjustment Programme and the establishment

of the Bureau of Public Enterprises, underscore the mixed outcomes of reform initiatives. The paper also reviews performance metrics, service delivery and return on investment, revealing systemic underperformance and fiscal drain. Ultimately, the study advocates for context-sensitive reforms, enhanced transparency, and strategic public-private partnerships to revitalize the sector and align it with Nigeria’s macroeconomic goals¹³⁴.

2.4. Conceptual Framework

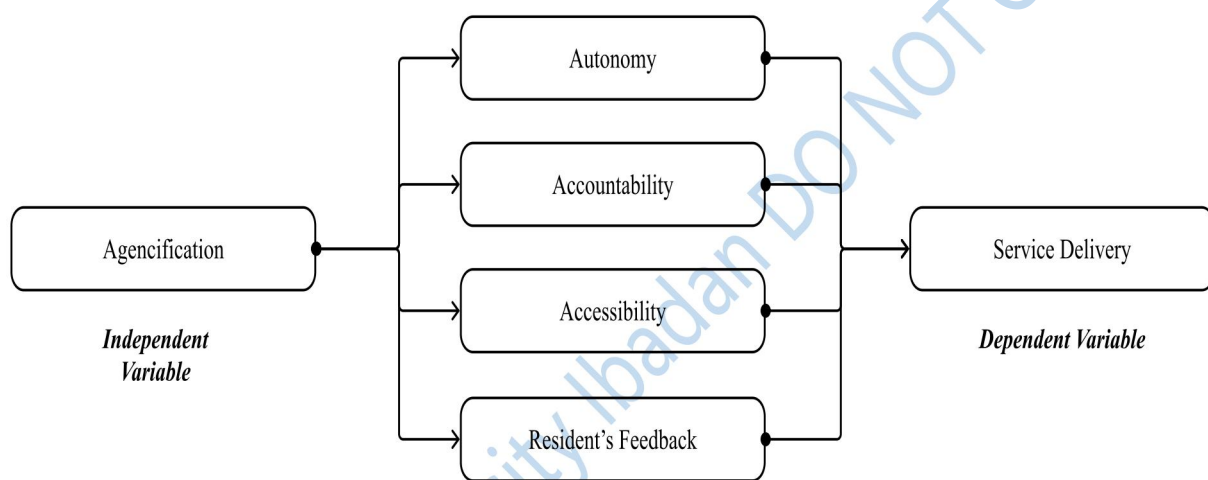


Figure 2.4.1 Conceptual Framework of Agencification and Service Delivery

This study adopts a conceptual framework rooted in the principles of New Public Management (NPM), to explain how agencification influences public service delivery in the Nigerian context. The framework identifies four key mediating variables; autonomy, accountability, accessibility, and citizen feedback, that shape the relationship between agencification and service delivery outcomes. Agencification, as promoted under the NPM paradigm, involves the creation of semi-autonomous agencies with operational discretion to deliver specific public services⁴. Drawing from NPM, the assumption is that autonomy will enhance performance by reducing bureaucratic constraints and fostering a results-oriented culture. However, NPM also cautions that autonomy without control can lead to agency drift

or inefficiency¹¹⁰. Hence, the framework introduces accountability as a necessary counterbalance to autonomy, ensuring that agencies are held to performance expectations and public standards.

The framework also incorporates accessibility as a key construct, reflecting the degree to which residents, irrespective of geographic or socioeconomic differences, are able to interact with and benefit from agency services. Accessibility is particularly important in the Nigerian context, where disparities between urban and rural service provision remain pronounced. Additionally, citizen feedback is included as a feedback loop mechanism, consistent with the participatory ethos of NPM. It reflects the extent to which public agencies create formal and informal platforms for service users to express opinions, lodge complaints, and contribute to service improvements. This participatory dynamic not only strengthens accountability but also fosters public trust and continuous performance adaptation.

Together, these four variables mediate the influence of agencification on service delivery, which is the dependent variable in this study. Service delivery is assessed in terms of quality, responsiveness, and user satisfaction, reflecting both technical and practical dimensions of governance performance. This framework therefore provides a comprehensive lens for analysing how structural reforms (like agencification) translate into real-world service outcomes. It enables the study to go beyond institutional form and explore the functional dynamics, including the degree to which agencies respond to the public they serve, are accessible and produce tangible service outcomes.

2.5. Summary of Gaps in Literature

A review of empirical studies on agencification reveals certain patterns and gaps that require further investigation. Most studies have primarily examined internal agency performance

metrics, such as operational efficiency, resource management, and accountability mechanisms. These works tend to focus on the administrative or institutional aspects of agencification, often overlooking the experiences and perspectives of the public, the end-users of agency services. The majority of the research in the Nigerian context often examines policy implementation from a top-down perspective but rarely incorporates the voices of citizens, who are directly impacted by these reforms.

Additionally, while there is substantial literature on agencification in developed countries, studies focusing on its application and outcomes in developing countries are on the lesser side. The bulk of these studies focus on national-level reforms, providing insights into how agencification enhances efficiency, accountability, and autonomy at the national level, resulting in limited research on its application at the sub-national level, particularly in developing countries like Nigeria.

Specifically, in Ogun State, where agencies like OGWAMA and OGPWA play vital roles in service delivery, there is limited empirical evidence on how residents perceive the quality, responsiveness, and overall effectiveness of these agencies. This lack of citizen-centred studies represents a critical gap, as public perceptions are essential for evaluating whether agencification truly enhances service delivery or requires further reform.

This study aims to address these gaps by shifting the focus to the perspectives of Ogun State residents, exploring their satisfaction with and evaluations of services provided by OGWAMA and OGPWA. By integrating public opinion into the assessment of agencification, this research contributes to the broader discourse on public sector reforms and offers practical insights for improving governance and service delivery in resource-constrained settings.

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Chapter Three

Methodology

3.1. Research Design

This study used a descriptive survey research design. This approach enabled the collection of numerical data to evaluate the public's satisfaction with the services provided by the Ogun State Waste Management Authority (OGWAMA) and the Ogun State Public Works Agency (OGPWA).

3.2. Population of the Study

The study was conducted in Abeokuta, the capital city of Ogun State, located in the southwestern region of Nigeria. Abeokuta is divided into two Local Government Areas: Abeokuta North and Abeokuta South. The city serves as a major administrative, commercial, and cultural hub in the state, with a mix of urban and semi-urban settlements. It is home to a diverse population engaged in various sectors including civil service, trade, education, and informal employment. Recent demographic estimates, the total population of Abeokuta is approximately 607,580¹. This figure comprises adult residents who form the target population for this study. The focus on Abeokuta was informed by the presence and operational coverage of the two key agencies under review; OGWAMA and OGPWA, which provide essential services within the city.

3.3. Sample and Sampling Technique

The study employed a simple random sampling technique to ensure every resident had an equal chance of participation. The sampling frame included adult residents from both Abeokuta North and South LGAs, ensuring proportional coverage across different

neighbourhoods. This approach was chosen to eliminate sampling bias and enhance the representativeness of the responses.

A sample size for the study was drawn using the Yamane (1967) formula². The formula is expressed as:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

- n = required sample size
- N = population size
- e = margin of error (0.05 for 95% confidence level)

$$n = \frac{607,580}{1 + 607,580(0.05)^2}$$

$$n = \frac{607,580}{1 + 607,580(0.0025)}$$

$$n = \frac{607,580}{1 + 1,518.85}$$

$$n = \frac{607,580}{1,519.95}$$

$$n = \frac{607,580}{1,519.95} \approx 399.6$$

$$n \approx 399.6$$

The sample size for this study using Yamane's formula was approximately 400 respondents.

To increase the response rate, 10% of the sample size, was added to the estimated sample.

Hence, 440 copies of the questionnaire were distributed to participants.

3.4. Description of the Research Instrument

The data collection instrument for this study was a structured questionnaire developed based on the research objectives and variables of interest. The questionnaire was designed to elicit residents' perceptions of the performance and effectiveness of the Ogun State Waste Management Authority (OGWAMA) and the Ogun State Public Works Agency (OGPWA) within Abeokuta. For this study, the questionnaire was divided into six sections, A, B, C, D, E and F. Section A covers the information about the respondent's bio data which includes gender, age, education qualification, employment status and geographic location. Section B, C, D, E and F were used to elicit response from respondents to provide answers to the research questions. The questionnaire was drafted using the 5-point Likert-type scale ranging from SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree.

3.5. Validity of Research Instrument

The questionnaire underwent expert review for content validation. The instrument was validated by the researcher's supervisor and other lecturers in the Department of Politics and International Relations, Faculty of Management and Social Sciences, Lead City University. To ensure reliability, a pilot study was conducted with a small subset of respondents.

3.6. Reliability of the Research Instrument

To ensure the reliability of the research instrument, a pilot study was conducted using a sample of respondents with characteristics similar to those of the target population. The internal consistency of the questionnaire was tested using Cronbach's Alpha. The reliability coefficient obtained was 0.81, indicating a high level of internal consistency and reliability. This suggests that the instrument was stable and dependable for measuring the variables related to agency performance and public service delivery.

3.7. Method of Data Collection

Copies of the questionnaire were administered to the sample drawn from the population. The researcher administered the research instruments with the help of well-trained research assistants to ensure the questionnaire was distributed accurately and for prompt retrieval. A total of four hundred and forty (440) copies of the questionnaire were distributed to residents of Abeokuta, out of these, three hundred and eighty-four (384) copies were correctly filled and returned, representing a response rate of 87.3%. Fifty-six (56) copies of the questionnaires were found either incomplete or invalid while sorting and therefore excluded from the final analysis. The high response rate was recorded as the researcher administered the instruments with the help of research assistants who put concerted efforts in the distribution and collection of the instrument from the respondents.

3.8. Data Analysis

The data collected through the questionnaires were collated, scored, and analysed for this study. Descriptive statistics such as frequency counts, percentages, and means were employed to analyse and interpret the data.

3.9. Ethical Approval

The study adheres to ethical standards in research by ensuring the confidentiality and anonymity of respondents. Informed consent is obtained from all participants before they participate in the study. Respondents are informed of the purpose of the study, and their participation is voluntary.

Endnotes

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Chapter Four

Result and Discussion of Findings

4.1. Demographic Data Analysis

Table 4.1.1 Distribution of Respondents by Gender, Age, Educational Qualification, Employment Status, and Geographical Location (N=384)

Variables	Category	Frequency	Percentage
Gender	Male	191	49.7
	Female	193	50.3
Age	18-25	55	14.3
	26-35	113	29.4
	36-45	107	27.9
	46-55	63	16.4
	56 & above	46	12
Educational Qualification	Secondary Education	58	15.1
	Higher Education	222	57.8
	Postgraduate	104	27.1
Employment Status	Employed	165	43
	Self-employed	123	32
	Unemployed	44	11.5
	Student	52	13.5
Geographical Location	Abeokuta North	163	42.5
	Abeokuta South	221	57.5

Source: Fieldwork (2025)

Table 4.1 above presents the gender distribution of the respondents involved in the study. Out of a total of 384 respondents, 191 (49.7%) were male, while 193 (50.3%) were female. This indicates a nearly equal representation of both genders, with a slight predominance of female

respondents. In sum, the gender distribution shown in the table above indicates that the study sample is gender-inclusive and representative, strengthening the credibility and applicability of the research outcomes.

It presents the age distribution of the 384 respondents who participated in the study. The largest age group is 26–35 years, with 113 respondents (29.4%), followed closely by the 36–45 years age group, which has 107 respondents (27.9%). Together, these two groups represent 57.3% of the total sample, indicating that the majority of respondents fall within the economically active and working-age population. The 18–25 age group comprises 55 respondents (14.3%), representing young adults who may be students or entry-level professionals. The 46–55 age group accounts for 16.4%, while the 56 and above category represents 12% of the respondents, reflecting a smaller but still significant proportion of older adults. This age distribution reveals that the study sample is diverse and spans different age brackets, ensuring a broad range of perspectives.

The table also indicates the educational qualifications of the 384 respondents surveyed in the study. The highest proportion of respondents, 222 individuals or 57.8% have attained higher education, which typically refers to tertiary-level qualifications such as diplomas, degrees, or equivalent professional certifications. This indicates that a majority of the respondents are reasonably educated, which is essential for understanding, interpreting, and providing informed responses regarding public service delivery. Respondents with postgraduate qualifications (e.g., master's or doctoral degrees) represent a significant 27.1% of the total sample. This suggests a strong presence of highly educated individuals, who are likely to have higher expectations of public services, greater civic awareness, and the ability to assess agency performance critically. Those with only secondary education make up 15.1% of the respondents. Although a smaller proportion, their inclusion is vital in reflecting the views of

residents who may not have advanced formal education but are still end-users of public services such as waste management and road infrastructure.

The employment status of respondents who participated in the study can also be seen on the table. The majority, 165 respondents (43%), are formally employed, indicating that a significant portion of the sample is engaged in the workforce and has regular interactions with public infrastructure and services during daily commutes or work-related activities. 123 (32%) are self-employed, representing entrepreneurs, artisans, or small business owners. This group is also a critical stakeholder in public service delivery, as their productivity may be directly affected by the efficiency of services like waste disposal and road maintenance. The student category, comprising 52 respondents (13.5%), provides the perspective of young individuals, likely to be more sensitive to service quality in residential or campus environments. Their views may reflect the accessibility or visibility of agency services among younger populations. Only 44 respondents (11.5%) identified as unemployed, although a smaller segment, this group is important, as their dependence on public services may be high, while their ability to influence service improvement may be limited.

Finally, the table provides a clear overview of the geographical distribution of the survey respondents for the study. A total of 384 individuals were surveyed, with the sample split between two local government areas in Abeokuta. The majority of the respondents, 221 individuals or 57.5% of the total, were from Abeokuta South, while the remaining 163 individuals, constituting 42.5%, were from Abeokuta North. This geographical data is crucial for providing context to the study's findings, as it establishes the specific areas from which residents' perceptions on OGWAMA and OGPWA services were gathered. This enhances the robustness of the research findings and ensures that insights reflect the realities of various communities within the state.

4.2. Presentation of Data

Table 4.2.1 Research Question One: How do public awareness and service accessibility influence residents' interaction with OGWAMA and OGPWA?

	Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
		F	%	F	%	F	%	F	%	F	%
1	I am aware of the services provided by OGWAMA	27	7	46	12	78	20	181	47	52	14
2	I am aware of the services provided by OGPWA.	22	5.7	48	12.5	97	25.3	158	41.1	59	15.4
3	OGWAMA's services are easily accessible to residents in my area	25	6.5	57	14.8	97	25.4	148	38.5	57	14.8
4	OGPWA's services are easily accessible to residents in my area	27	7	49	12.8	106	27.6	146	38	56	14.6
5	I am satisfied with the overall performance of OGWAMA	41	10.7	57	14.8	99	25.8	162	42.2	25	6.5
6	I am satisfied with the overall performance of OGPWA	28	7.3	68	17.7	113	29.4	125	32.6	50	13
7	The introduction of OGWAMA has positively impacted waste management in Ogun State.	28	7.3	53	13.8	98	25.5	150	39.1	55	15.3
8	The introduction of OGPWA has positively impacted road infrastructure in Ogun State.	35	9.1	55	14.4	98	25.5	149	38.8	47	12.2

Source: Fieldwork (2025)

The table above examines the level of public awareness regarding the services provided by OGWAMA. The data shows that a substantial portion of the population lacks adequate awareness of the agency's functions. A total of 61% of respondents disagreed (47%) or strongly disagreed (14%) with the statement, indicating that most residents do not consider

themselves informed about OGWAMA's service offerings. Only 12% agreed and 7% strongly agreed, amounting to just 19% who reported being aware of the agency's services. Additionally, 20% of respondents selected the neutral option, possibly reflecting uncertainty, limited exposure, or minimal interaction with the agency. These results suggest that OGWAMA faces a significant communication or outreach gap, which could weaken public engagement, reduce cooperation in waste management practices, and hinder the effectiveness of service delivery. Enhancing public awareness through education, media campaigns, and community engagement may be crucial for improving both the perception and utilisation of OGWAMA's services.

It also assesses residents' awareness of the services provided by OGPWA. The results indicate a general lack of awareness among the public. A combined 56.5% of respondents disagreed (41.1%) or strongly disagreed (15.4%) that they are aware of OGPWA's service offerings. In contrast, only 12.5% agreed and 5.7% strongly agreed, totalling 18.2% who claim to have a clear understanding of the agency's services. Notably, 25.3% of respondents remained neutral, which may reflect indifference, limited interaction with the agency, or uncertainty due to insufficient communication. The high level of unawareness suggests that OGPWA may not be effectively engaging the public or publicising its functions. This lack of visibility can diminish public cooperation, reduce citizen trust, and limit the overall impact of the agency's interventions. Enhancing public communication strategies and outreach efforts is essential for improving awareness, accessibility, and ultimately the effectiveness of road maintenance and infrastructure services across Abeokuta.

Furthermore, it examines public perceptions of the accessibility of OGWAMA's services across different areas. The responses show that a significant portion of residents perceive OGWAMA's services as difficult to access. A combined 53.3% of respondents disagreed

(38.5%) or strongly disagreed (14.8%) with the statement that OGWAMA's services are easily accessible in their locality. In contrast, only 14.8% agreed and 6.5% strongly agreed, a total of 21.3% who reported ease of access. Additionally, 25.4% of respondents selected the neutral option, possibly indicating variability in service access depending on geographic location or a lack of direct experience with the agency. Overall, these findings suggest that limited accessibility may be a barrier to effective waste management in Abeokuta. Poor access to OGWAMA's services could result from factors such as inadequate coverage, inefficient service distribution, or poor infrastructure, ultimately diminishing the agency's overall impact and public satisfaction.

The table also presents residents' views on the accessibility of OGPWA's services in their respective areas. The responses reflect a general perception of limited accessibility. A combined 52.6% of respondents disagreed (38%) or strongly disagreed (14.6%) with the statement, suggesting that more than half of the population finds OGPWA's services hard to access. In contrast, only 12.8% agreed and 7% strongly agreed, a total of 19.8% who find the services accessible. A relatively high 27.6% of respondents remained neutral, which may indicate uncertainty, lack of direct contact with the agency, or inconsistent service presence across Abeokuta. These results point to a systemic challenge in service outreach and coverage. If a large proportion of residents are unable to access OGPWA's services easily, the agency's effectiveness in maintaining road infrastructure may be severely hampered. To improve public satisfaction and service impact, OGPWA needs to enhance its operational reach and ensure more equitable and visible service delivery across all communities.

From the table, the results reflect a largely negative perception in terms of respondents' overall satisfaction with the performance of OGWAMA. A total of 48.7% of respondents expressed dissatisfaction, with 42.2% disagreeing and 6.5% strongly disagreeing with the

statement. In contrast, only 14.8% agreed and 10.7% strongly agreed, indicating that just 25.5% of residents were satisfied with OGWAMA's overall performance. Notably, 25.8% of respondents chose the neutral option, a relatively high proportion that may indicate mixed experiences, limited exposure, or uncertainty about the agency's impact. These findings align with earlier data pointing to concerns about service efficiency, communication, and responsiveness. The relatively low satisfaction level suggests that OGWAMA may not be meeting public expectations, and improvements in operational effectiveness, transparency, and engagement could be necessary to enhance trust and satisfaction among residents.

Also, it presents the respondents' level of satisfaction with the overall performance of OGPWA. The data reflects a somewhat more mixed but still predominantly negative sentiment. A total of 45.6% of respondents indicated dissatisfaction, with 32.6% disagreeing and 13% strongly disagreeing with the statement. Meanwhile, 17.7% agreed, and 7.3% strongly agreed, resulting in a combined 25% expressing satisfaction. Interestingly, 29.4% of respondents selected the neutral option, the highest neutrality rate in the overall dataset, which may suggest indifference, limited awareness, or uneven experiences across different communities. These results indicate that while OGPWA performs slightly better in public perception than OGWAMA in terms of overall satisfaction, a significant portion of residents still express discontent. The findings reinforce concerns about inconsistent service delivery, poor responsiveness, and limited public engagement. Improving transparency, incorporating feedback, and demonstrating visible impact could help shift public perception more favourably toward the agency.

It examines whether residents believe the establishment of OGWAMA has had a positive impact on waste management in Abeokuta. The results reveal that a majority of respondents hold a critical view of the agency's overall impact. A combined 53.4% of respondents

disagreed (39.1%) or strongly disagreed (14.3%) that OGWAMA has had a positive influence on waste management since its introduction. On the other hand, only 13.8% agreed and 7.3% strongly agreed, totalling 21.1% who acknowledged a positive impact. A sizable 25.5% chose the neutral option, which may reflect uncertainty, a lack of awareness of changes over time, or inconsistent service outcomes. These findings reinforce the broader theme emerging from earlier tables: that OGWAMA is widely perceived as underperforming in its mandate. While some progress may have been made, it has not been felt or acknowledged by the public. The agency's limited visibility, communication, and uneven service delivery appear to be significant factors weakening its perceived impact on environmental sanitation in the state.

The table assesses public opinion on whether the establishment of OGPWA has positively impacted road infrastructure in Abeokuta. The responses reflect a largely critical perception. A total of 51% of respondents disagreed (38.8%) or strongly disagreed (12.2%) with the statement, suggesting that over half of the surveyed residents do not believe the agency has significantly improved the state's road network. On the positive side, 14.4% agreed and 9.1% strongly agreed, totalling 23.5% who expressed satisfaction with OGPWA's impact. A further 25.5% selected the neutral option, possibly indicating uncertainty, minimal awareness of the agency's contributions, or variability in service outcomes across different areas. These findings suggest that much like OGWAMA, OGPWA has not made a visible or consistent impact in the eyes of the public. The limited positive perception may stem from inadequate infrastructure improvements, inconsistent maintenance, or weak public communication strategies. Overall, the results suggest a perceived underachievement in relation to the agency's mandate and public expectations.

Table 4.2.2 Research Questions Two: What are residents' perceptions of the quality of services provided by OGWAMA and OGPWA?

S/N	Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
		F	%	F	%	F	%	F	%	F	%
1	OGWAMA efficiently collects and disposes of waste in my area	26	7	54	14	94	24.4	155	40.3	55	14.3
2	OGPWA ensures that roads in my area are well-maintained	27	7	55	14.3	96	25	150	39	56	14.7
3	Waste collection schedules by OGWAMA are reliable and consistent.	17	4.4	57	14.8	95	24.7	149	38.8	66	17.3
4	Road maintenance activities by OGPWA are timely and efficient	29	7.5	58	15.1	98	25.5	140	36.5	59	15.4
5	The quality of roads maintained by OGPWA meets my expectations	24	6.3	57	14.8	95	24.7	148	38.6	60	15.6
6	OGWAMA has improved waste management in Ogun State since its establishment	21	5.5	58	15.1	90	23.4	152	39.6	63	16.4

Source: Fieldwork (2025)

The table above reveals that the majority of the respondents (40.3% Disagree, 14.3% Strongly Disagree) expressed dissatisfaction with OGWAMA's waste collection and disposal efficiency, indicating significant service delivery gaps. Only 21% combined (7% Strongly Agree + 14% Agree) viewed the service positively, while 24.4% remained neutral. This implies that 54.6% of respondents do not believe OGWAMA efficiently collects and disposes

of waste in their areas. This suggests that OGWAMA's performance fails to meet resident expectations, possibly due to inconsistent collection schedules, inadequate coverage, or operational inefficiencies. However, the notable percentage of neutral responses (24.4%) suggests a need for continued improvement and communication to enhance confidence in these services.

It captures residents' perceptions of OGPWA's effectiveness in maintaining roads within their communities. The data indicates a largely negative perception of the agency's performance. Specifically, 39% of respondents disagreed and 14.7% strongly disagreed that roads in their area are well-maintained by OGPWA, totalling 53.7% expressing dissatisfaction. Conversely, only 7% of respondents strongly agreed and 14.3% agreed, meaning just 21.3% positively affirmed the agency's road maintenance efforts. A notable 25% remained neutral, which may reflect a lack of clear visibility of the agency's activities, insufficient maintenance effort or mixed experiences depending on geographic location. Overall, the findings suggest that OGPWA is widely perceived as underperforming in its core mandate of road maintenance. The prevalence of negative responses could point to deteriorating infrastructure, uneven resource allocation, or delayed repairs, thereby calling into question the agency's operational efficiency and service reach.

The also explores respondents' opinions on the reliability and consistency of OGWAMA's waste collection schedules. The responses indicate a strong level of dissatisfaction among residents. Specifically, 38.8% of respondents disagreed and 17.3% strongly disagreed with the statement, totalling 56.1% who perceive the waste collection schedule as unreliable or inconsistent. In contrast, only 14.8% agreed and a mere 4.4% strongly agreed, accounting for just 19.2% expressing satisfaction. Additionally, 24.7% of respondents selected the neutral option, possibly indicating either limited awareness of the schedule or experiences that vary

by area. These findings reinforce earlier perceptions of inefficiency in OGWAMA's service delivery, particularly regarding the consistency of waste collection. An unreliable schedule may contribute to environmental health risks, public frustration, and a weakening of citizen trust in the agency's ability to manage sanitation effectively.

The table evaluates public perceptions of the timeliness and efficiency of road maintenance activities carried out by OGPWA. The data points to a predominantly negative assessment from residents. A combined 51.9% of respondents disagreed (36.5%) or strongly disagreed (15.4%) that OGPWA's road maintenance efforts are timely and efficient. In contrast, only 15.1% agreed and 7.5% strongly agreed, totalling 22.6% with a positive view. A significant 25.5% of respondents were neutral, which may suggest limited visibility of the agency's interventions or inefficiencies in some areas that warrant closer attention. These results indicate that a large portion of the population perceives OGPWA as falling short in delivering prompt and effective road maintenance services. Delays or inefficiencies in addressing road issues likely contribute to public dissatisfaction, hinder mobility, and raise concerns about infrastructure planning and execution in the state.

It reflects respondents' opinions on whether the quality of roads maintained by OGPWA meets their expectations. The data reveals a generally unfavourable perception. A combined 54.2% of respondents disagreed (38.6%) or strongly disagreed (15.6%) with the statement, indicating that more than half of the participants are dissatisfied with the condition of roads maintained by the agency. On the other hand, only 14.8% agreed and 6.3% strongly agreed, resulting in a relatively low 21.1% expressing satisfaction. Meanwhile, 24.7% of respondents were neutral, possibly reflecting mixed or inconsistent experiences across various parts of the state. These findings suggest that OGPWA is perceived as underperforming in terms of road quality standards. Persistent dissatisfaction with road conditions may imply issues such as

poor workmanship, inadequate supervision, or short-term fixes that do not meet public expectations. This raises concerns about both the technical quality of infrastructure projects and the agency's capacity to deliver durable and satisfactory road maintenance services.

It explores public opinion on whether OGWAMA has contributed to improved waste management in Abeokuta since its establishment. The responses suggest that residents largely perceive the agency's overall impact as inadequate. Specifically, 39.6% of respondents disagreed and 16.4% strongly disagreed, totalling 56% who do not believe OGWAMA has significantly improved waste management in the state. In contrast, only 15.1% agreed and 5.5% strongly agreed, meaning just 20.6% of respondents acknowledge a positive impact. The remaining 23.4% were neutral, possibly due to limited personal experience or uncertainty about changes since the agency's creation. The data also point to gaps in service delivery. These findings indicate a general sentiment that OGWAMA has not lived up to its expected role in enhancing environmental sanitation. The lack of visible or widespread improvement may point to structural inefficiencies, operational challenges, or weak public engagement, all of which may undermine the agency's effectiveness and public trust.

Table 4.2.3 Research Question Three: How satisfied are residents with the accountability and responsiveness of OGWAMA and OGPWA?

S/N	Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
		F	%	F	%	F	%	F	%	F	%
1	OGWAMA provides adequate information about its operations to the public	31	8.1	76	19.8	102	26.6	146	38	29	7.5
2	OGPWA provides adequate information about its operations to the public	34	8.9	53	13.8	100	26	144	37.5	53	13.8
3	Complaints about OGWAMA's services are resolved promptly	29	7.6	63	16.4	100	26	142	36.9	50	13.1
4	Complaints about OGPWA's services are resolved promptly	36	9.4	60	15.6	97	25.3	136	35.4	55	14.3
5	OGWAMA listens to residents' feedback and incorporates it into service improvements	30	7.8	57	14.8	110	28.6	158	41.2	29	7.6
6	OGPWA listens to residents' feedback and incorporates it into service improvements	25	6.5	56	14.6	98	25.5	150	39.1	55	14.3
7	OGWAMA responds quickly to emergencies (e.g., improper waste disposal or blockages)	24	6.3	55	14.3	103	26.8	146	38	56	14.6
8	OGPWA responds quickly to emergencies (e.g., urgent road repairs)	41	10.7	52	13.5	95	24.7	145	37.3	53	13.8

Source: Fieldwork (2025)

The table above assesses residents' perceptions of OGWAMA's transparency through the adequacy of information it provides to the public about its operations. The results suggest that many residents are not satisfied with the agency's communication and openness. A total of 45.5% of respondents disagreed (38%) or strongly disagreed (7.5%) that OGWAMA provides adequate public information. In comparison, only 19.8% agreed and 8.1% strongly agreed, indicating that 27.9% consider the agency's information-sharing efforts sufficient. The remaining 26.6% of respondents were neutral, which may indicate uncertainty, lack of awareness, or minimal direct engagement with the agency. These figures reveal a transparency gap in OGWAMA's operations, which can negatively affect public trust and cooperation. Without consistent and clear communication, residents may feel excluded from environmental governance processes, potentially weakening accountability and public participation in waste management efforts.

It presents data on respondents' views regarding OGPWA's transparency, specifically whether the agency provides adequate information about its operations to the public. The results reflect a largely negative perception. A combined 51.3% of respondents disagreed (37.5%) or strongly disagreed (13.8%) with the statement, suggesting that over half of the surveyed population does not believe OGPWA is sufficiently transparent in its operations. Only 13.8% agreed and 8.9% strongly agreed, meaning just 22.7% believe the agency communicates adequately. Meanwhile, 26% of respondents were neutral, potentially indicating indifference, lack of awareness, or variability in public communication across locations. These findings suggest a significant communication and transparency deficit within OGPWA. The lack of adequate public information could contribute to misunderstandings, low public engagement, and diminished trust in the agency's accountability mechanisms.

Also, it evaluates public perceptions of OGWAMA's responsiveness by examining how promptly the agency resolves service-related complaints. The results indicate that a substantial number of residents are dissatisfied with OGWAMA's complaint resolution process. A combined 50% of respondents disagreed (36.9%) or strongly disagreed (13.1%) that complaints are addressed promptly. In contrast, only 16.4% agreed and 7.6% strongly agreed, amounting to a modest 24% expressing satisfaction with OGWAMA's responsiveness. Additionally, 26% of the respondents chose a neutral stance, which may reflect limited experience with the complaints process or uncertainty about how such matters are handled. Overall, the data suggests that many residents perceive OGWAMA as unresponsive to public concerns. This perception can undermine trust, reduce citizen engagement, and weaken the effectiveness of service delivery. Timely and visible resolution of complaints is a key component of accountability, and the current figures highlight a gap in this area that may require institutional attention.

From the table, respondents' views on the responsiveness of OGPWA explored, particularly whether complaints about its services are resolved promptly. The responses reflect a predominantly negative perception. A total of 49.7% of respondents disagreed (35.4%) or strongly disagreed (14.3%) with the statement, indicating that nearly half of the surveyed population believes that the agency does not handle complaints promptly. On the other hand, only 15.6% agreed and 9.4% strongly agreed, totalling 25% who view the agency's responsiveness positively. Additionally, 25.3% were neutral, which may point to limited interaction with the agency or a lack of awareness regarding its complaint resolution mechanisms. Overall, these findings suggest that OGPWA is perceived as falling short in addressing public concerns effectively and swiftly. This lack of responsiveness can erode public confidence, discourage feedback, and hinder the agency's ability to improve its

services based on public input, all of which are critical components of transparent and accountable governance.

The table also evaluates how well OGWAMA integrates public feedback into service improvements, a key indicator of both responsiveness and participatory governance. The results reveal a predominantly negative perception. A combined 48.8% of respondents disagreed (41.2%) or strongly disagreed (7.6%) that OGWAMA listens to residents' feedback and uses it to enhance its services. Only 14.8% agreed and 7.8% strongly agreed, making up a relatively low 22.6% who view the agency as receptive and adaptive to resident's input. Notably, 28.6% of respondents selected the neutral option, the highest neutrality rate across similar tables so far, which suggests a considerable level of uncertainty or lack of visibility into the agency's feedback mechanisms. This could indicate either insufficient communication about improvements made based on public input or a perception that residents' voices are rarely acted upon. Overall, the findings point to a gap in OGWAMA's engagement and responsiveness, highlighting the need for stronger public consultation processes and more transparent communication of how feedback influences service delivery.

It presents respondents' views on whether OGPWA listens to residents' feedback and incorporates it into service improvements. The data indicates a strong perception of disconnect between the agency and the public. A total of 53.4% of respondents disagreed (39.1%) or strongly disagreed (14.3%) with the statement, suggesting that over half of the respondents believe their feedback is not meaningfully considered. In contrast, only 14.6% agreed and 6.5% strongly agreed, a combined 21.1% who feel the agency is responsive to community input. Additionally, 25.5% of respondents remained neutral, possibly reflecting a lack of awareness of any feedback mechanisms, limited interaction with the agency, or uncertainty about whether such input leads to actual improvements. These findings highlight

a critical gap in participatory governance and service accountability, suggesting that OGPWA may not be effectively engaging with the public or demonstrating that their contributions are valued. Strengthening feedback loops and visibly acting on public suggestions could help rebuild trust and improve overall satisfaction with the agency's operations.

Residents' perceptions of OGWAMA's ability to respond promptly to emergencies such as improper waste disposal or environmental blockages are assessed. The findings indicate a generally negative assessment. A combined 52.6% of respondents disagreed (38%) or strongly disagreed (14.6%) with the statement, suggesting that over half of the population believes OGWAMA does not respond swiftly to urgent waste-related issues. In contrast, only 14.3% agreed and 6.3% strongly agreed, a modest 20.6% who view the agency's emergency response positively. Additionally, 26.8% of respondents were neutral, which may indicate limited exposure to such incidents or uncertainty about the agency's response time. Overall, the results reflect a lack of confidence in OGWAMA's emergency responsiveness. This can undermine public safety, increase environmental health risks, and further erode trust in the agency's operational readiness and accountability during critical situations.

Respondents' perceptions of OGPWA's responsiveness to emergencies, such as urgent road repairs are presented. The data reveals a generally negative public assessment. A combined 51.1% of respondents disagreed (37.3%) or strongly disagreed (13.8%) with the statement, indicating that more than half believe the agency does not respond promptly to road emergencies. Conversely, only 13.5% agreed and 10.7% strongly agreed, totalling 24.2% who viewed OGPWA's emergency response favourably. Meanwhile, 24.7% of respondents remained neutral, possibly due to limited personal experience with road emergencies or unclear communication from the agency regarding its response efforts. Overall, the data suggests a widespread perception that OGPWA is slow to act during critical situations, such

as pothole repair, road collapses, or erosion-related blockages. This perceived delay can undermine public confidence in the agency's capacity to manage infrastructure crises effectively and diminish its credibility in the eyes of the community.

4.3. Discussion of Findings

Regarding the first research question on how public awareness and service accessibility influence residents' interaction with OGWAMA and OGPWA, the findings reveal that a significant lack of awareness is a critical barrier to effective service delivery and public engagement. Perhaps one of the most striking findings of the study is the low level of awareness regarding the services of OGWAMA and OGPWA. Over half of the respondents indicated that they were unaware of the services provided by both agencies. This finding is significant because awareness and accessibility are critical enablers of public service effectiveness. Without adequate information about the agencies, the services they render or the ability to access those services conveniently, residents cannot participate effectively in service delivery or hold agencies accountable.

These findings suggest that the agencies may be operating in isolation from the communities they are meant to serve. The low awareness levels undermine the intended effect of decentralisation and specialisation that agencification seeks to achieve. In many developing contexts, including Nigeria, the success of public agencies hinges not only on their technical efficiency but also on how effectively they engage with and reach the public¹. When residents are uninformed about available services or are unable to access them due to geographical, infrastructural, or administrative barriers, the agency model fails in its core objective.

This aligns with the findings of a study that highlights the fact that service delivery in Nigeria frequently suffers from poor communication and limited community outreach². The results

also echo the observations of a presentation which emphasised that access to basic infrastructure and services is uneven in sub-national governments in Nigeria, partly due to institutional inefficiencies and weak public engagement³.

The low levels of awareness and accessibility observed in this study could stem from several factors, including inadequate publicity by the agencies, urban-rural disparities, and bureaucratic obstacles. These limitations not only reduce the effectiveness of public services but also contribute to the perception of irrelevance or inefficiency, even when services are partially delivered. This also raises concerns about the equity and inclusiveness of service delivery. Accessibility should not be concentrated in urban centres or politically connected communities. If rural or peri-urban residents are excluded from accessing essential services due to poor outreach or logistics, the agencies risk reinforcing existing social inequalities and undermining their relevance.

This reinforces calls in the literature for a more holistic reform approach that not only grants agencies autonomy but also integrates performance contracts, digital monitoring systems, participatory governance, and community-level service feedback platforms. Such measures are essential to ensure that agencies transition from symbolic institutional entities to functional, accountable, and citizen-responsive service providers.

In response to the second research question, which explores residents' perceptions of the quality of services provided by OGWAMA and OGPWA, the study discovered a predominant sentiment of inefficiency and underperformance. The findings indicate that a significant portion of Abeokuta's residents perceive the services of the Ogun State Waste Management Authority (OGWAMA) and the Ogun State Public Works Agency (OGPWA) as inefficient and substandard. A significant proportion of respondents expressed dissatisfaction with

OGWAMA's ability to collect and dispose of waste efficiently, as well as its inconsistent collection schedules. Similarly, most respondents disagreed that OGPWA maintains roads effectively or responds promptly to infrastructure maintenance needs, and that the quality of repairs did not meet expectations.

These perceptions align with existing literature on the challenges of public service delivery in Nigeria. Nigerian public agencies frequently struggle with limited operational capacity, inadequate infrastructure, and bureaucratic bottlenecks that impede service delivery⁴. In the case of OGWAMA, the inefficiency observed could stem from logistical constraints, such as insufficient waste disposal equipment, poor route planning, or funding issues. For OGPWA, the perceived delays in road maintenance may reflect systemic problems such as bureaucratic delays in contract execution, corruption, or inconsistent budgetary releases for public works. These findings also support earlier studies, which argued that while agencification was introduced in Nigeria to improve service delivery, in many cases, it has led to the proliferation of agencies without corresponding improvements in performance⁵. The data also aligns with institutional weaknesses identified in the literature, such as poor coordination, limited funding, political interference, and lack of professionalism⁶.

Furthermore, the data indicate that, although the agencies were established to enhance specialisation and effectiveness (consistent with the logic of agencification), this structural reform has not translated into tangible improvements in service quality from the end-users' perspective. This highlights a critical flaw in the assumption that the mere creation of semi-autonomous agencies guarantees better performance. A study argues that agencification must be accompanied by managerial reforms, clear performance indicators, and accountability structures to be effective⁷.

This general sentiment of underperformance is critical. It raises questions about the success of agencification as a public sector reform strategy in the Ogun State context. Although the creation of OGWAMA and OGPWA was likely intended to streamline service delivery, ensure operational focus, and improve outcomes, the public does not perceive these objectives as having been achieved. This could be due to a mismatch between policy intent and implementation capacity. These findings align with the broader Nigerian experience of administrative reform, where structural changes often fail to yield the expected results due to implementation gaps, political interference, limited human capacity, and inadequate monitoring and evaluation frameworks⁸.

Agencification, in its current form, may be suffering from “form without function”, where agencies exist institutionally but lack the internal mechanisms and external incentives to perform effectively⁹. This outcome aligns with critiques in New Public Management (NPM) theory, which emphasises that performance-based accountability, measurable targets, and citizen-oriented responsiveness must support structural reforms, such as agency creation. The findings of this study, particularly the low public satisfaction with agency responsiveness and limited awareness of services, reflect a weak implementation of core NPM principles in both OGWAMA and OGPWA. This also resonates with the Principal-Agent Theory, which posits that without adequate oversight, agents may diverge from the goals of their principals. In this case, both agencies possess administrative autonomy but lack strong performance frameworks or public-driven feedback mechanisms that ensure accountability to residents.

The findings of this research also align with the discussion in an existing paper that critically examines Nigeria’s public infrastructure system. It highlights decades of systemic inefficiencies, corruption, and project abandonment. Drawing on audit data, particularly the 2022 audit, the paper reveals widespread issues, including cost overruns, bureaucratic delays,

substandard construction, and opaque procurement processes. Road projects such as the Enugu–Port Harcourt Expressway, Lagos–Ota–Abeokuta Road, and Kano–Maiduguri Road serve as case studies, demonstrating how poor planning and mismanagement have repeatedly hindered progress. It states that between 2006 and 2024, most major road initiatives have either stalled or been abandoned, despite being re-awarded by successive governments. To address these issues, the paper recommends implementing extensive governance reforms, establishing independent project monitoring, implementing transparent bidding systems, conducting regular public audits, and undertaking capacity-building efforts. It calls for increased public engagement and accountability from the Tinubu administration, warning that without decisive action, Nigeria risks perpetuating a cycle of infrastructure failure¹⁰.

Addressing the third research question concerning residents' satisfaction with the accountability and responsiveness of OGWAMA and OGPWA, the findings reveal widespread public dissatisfaction. Another critical theme emerging from the findings is the widespread public dissatisfaction with the accountability and responsiveness of the two agencies. Across various indicators, including complaint resolution, prompt response, and incorporation of public feedback, most respondents expressed discontent. Only a small fraction of the population reported satisfaction with how either OGWAMA or OGPWA handles public concerns or engages with residents. This lack of accountability and responsiveness contradicts the core principles of New Public Management (NPM), which underpins the concept of agencification. NPM emphasises customer orientation, transparency, and measurable outcomes¹¹. The findings suggest that while structural reforms may have been enacted to give these agencies operational independence, they have not embedded the necessary managerial reforms to ensure accountability to service users.

The findings of this study also raise concerns about the performance of agencified bodies in Abeokuta. The initial goal of agencification was to create more focused and efficient service delivery units outside the traditional civil service structure. However, the evidence suggests that mere structural independence is insufficient. Without performance accountability, citizen engagement, and responsive leadership, agencies risk replicating the same inefficiencies they were meant to correct. Both agencies in the study received poor ratings in terms of overall public satisfaction and perceived impact. Less than one-third of the respondents were satisfied with the performance of either agency. Moreover, over half of the respondents did not believe that the establishment of these agencies had led to significant improvements in waste management or road infrastructure in Abeokuta.

This aligns with the theoretical critique of agencification that warns of a possible "accountability deficit"¹². When agencies are carved out from traditional ministries, they sometimes operate with less direct political oversight and weaker mechanisms for public accountability. The result, as seen in this study, is a perception of aloofness and unresponsiveness to public needs. The inability or unwillingness of OGWAMA and OGPWA to act on feedback or communicate openly with the public undermines the goals of participatory governance and erodes public trust.

Moreover, the poor ratings on prompt responsiveness, particularly in cases of improper waste disposal or urgent road repairs, suggest that neither agency is institutionally equipped for adaptive service delivery. Responsiveness is a critical component of modern public administration and essential for building legitimacy and public cooperation. As argued by a study, a "New Public Service" approach that centres on serving the public, not just customers, is crucial for improving public trust in government institutions¹³.

These observations are consistent with previous studies on waste management and public works in Nigeria, which have documented issues such as poor enforcement of sanitation policies, weak institutional coordination, and insufficient community engagement. The article “Effective Waste Management in Nigeria: An Approach for Sustainable Development” examines the importance of implementing proper waste management practices for Nigeria’s sustainable development. It highlights key challenges, including inconsistent policy implementation, corruption within regulatory agencies, inadequate funding, poor infrastructure, and insufficient public awareness and education regarding waste disposal. It further states that, although many regulations are in place, enforcement remains weak, and outdated methods, such as open dumping, still prevail. The authors recommend reinforcing policies with greater transparency and accountability, investing in infrastructure and staff training, promoting environmental education, and adopting integrated waste management strategies that can be implemented in both urban and rural areas¹⁴.

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Chapter Five

Conclusion

5.1. Summary of Findings

This study set out to appraise agencification on public service delivery in Abeokuta, focusing on two key agencies: the Ogun State Waste Management Authority (OGWAMA) and the Ogun State Public Works Agency (OGPWA). Drawing from a robust body of literature and extensive fieldwork involving 384 respondents across Abeokuta, the study provided critical insights into the public's perceptions regarding the performance of these agencies. The findings reveal a complex yet telling narrative about the promise and pitfalls of agencification as a public sector reform mechanism at the subnational level in Nigeria.

Firstly, the study found that a significant proportion of residents held a neutral or negative perception of OGWAMA's effectiveness in waste collection and disposal. While a small number of respondents acknowledged efficiency, the majority expressed dissatisfaction, citing irregular waste pickups, visible refuse accumulation, and weak public engagement. This indicates that although OGWAMA was established to bring innovation and responsiveness to waste management, it has yet to meet public expectations across key indicators such as reliability, accessibility, and environmental sanitation. This underperformance raises questions about the agency's operational capacity, resource allocation, and citizen outreach strategies.

Conversely, findings related to OGPWA were slightly more positive. Respondents acknowledged some improvement in road rehabilitation efforts and appreciated the visibility of OGPWA's interventions across several zones. However, a considerable number still expressed dissatisfaction, pointing to persistent issues such as poor road maintenance in rural areas, delays in project execution, and uneven distribution of services. These perceptions

suggest that while OGPWA has made strides in infrastructure development, gaps remain in equitable service delivery, coordination, and community responsiveness.

Another significant finding of the study was that public satisfaction with both agencies is closely linked to perceived accountability, transparency, and responsiveness. Respondents generally rated both agencies low in terms of engaging the public, handling complaints, and communicating clearly about their roles and performance. This reinforces the theoretical argument that autonomy alone does not guarantee performance; it must be balanced with strong accountability mechanisms and consistent citizen engagement. In addition, the study found that demographic factors such as gender, employment status, and geographical location influenced perceptions of agency performance. For example, respondents from Egba and Ijebu zones had different evaluations compared to those from Remo and Yewa, indicating that local contexts and proximity to agency services shape citizen experiences. These variations highlight the importance of adopting a more localised, context-aware approach to public service delivery within the framework of agencification.

Finally, the study discovered that public awareness and accessibility to the services provided by OGWAMA and OGPWA significantly affect how residents assess agency performance. Respondents who were more aware of agency mandates and had frequent interactions with agency services tended to provide more informed and often more critical assessments. This suggests that improving public education and ensuring greater visibility of agency activities may enhance public trust and participation, thereby improving overall service delivery outcomes.

5.2. Conclusion

This study appraised agencification in Ogun State Waste Management Authority (OGWAMA) and the Ogun State Public Works Agency (OGPWA). Anchored within the framework of New Public Management theory, the research examined public perceptions concerning efficiency, responsiveness, accountability, and overall satisfaction with the performance of these semi-autonomous agencies. The findings revealed that while the idea of agencification, creating specialised agencies with managerial autonomy, holds significant theoretical and practical appeal, its implementation in Abeokuta presents a mixed reality.

For OGWAMA, the level of dissatisfaction among residents points to a serious gap between policy intentions and service outcomes. The agency's inability to deliver consistent and visible improvements in waste collection and disposal, especially in underserved areas, underscores broader institutional challenges such as limited capacity, inadequate funding, and weak citizen engagement mechanisms. OGPWA, on the other hand, was perceived to have made moderate progress in its road maintenance and infrastructure roles. Its zonal structure and localised projects were somewhat acknowledged by residents, especially in areas where tangible projects were visible. However, concerns about delays, inadequate coverage in rural areas, and uneven project distribution show that much work is still required to realise the full benefits of agencification.

Overall, the study concludes that agencification, as practised in Abeokuta, has not yet fully delivered on its promise of improved service efficiency, responsiveness, and citizen satisfaction. The autonomy granted to agencies like OGWAMA and OGPWA has not translated into consistently high-quality service delivery. Instead, persistent challenges such as inadequate oversight, poor community engagement, and infrastructural deficits continue to hinder their effectiveness. The study emphasises that autonomy without accountability is

insufficient and that meaningful public service delivery requires a combination of institutional capacity, strategic coordination, and active citizen participation. Thus, for agencification to achieve its intended objectives in Abeokuta, reforms must move beyond structural decentralisation to include deeper institutional strengthening, clearer performance expectations, community-focused service planning, and mechanisms for holding agencies accountable to the public they serve.

5.3. Recommendations

Based on the key findings from this study, the following recommendations are proposed to enhance the effectiveness of agencification in public service delivery in Abeokuta, Ogun State:

- i. **Improve Public Awareness and Service Accessibility:** To address the neutral or negative perception of OGWAMA's effectiveness and the gaps OGPWA has in providing equitable service delivery, particularly in rural areas, both agencies should launch targeted public awareness campaigns to inform residents about their services, schedules, and how to access them. They should also establish more accessible and well-maintained service points, especially in underserved communities, to ensure equitable service delivery across all geographical locations in the state.
- ii. **Enhance Service Quality and Public Perception:** For OGWAMA, the main issues were irregular waste pickups and visible refuse accumulation. OGPWA was criticized for poor road maintenance and delays in project execution. It is recommended that both agencies establish Key Performance Indicators (KPIs) focused on service quality metrics. OGWAMA should enforce strict waste collection schedules and increase the frequency of pickups in densely populated areas. OGPWA should implement a more systematic and

timely approach to road maintenance, with a focus on improving the quality and durability of repairs.

- iii. **Strengthen Accountability and Responsiveness:** Public satisfaction is closely tied to perceived accountability and responsiveness. To build public trust, OGWAMA and OGPWA should create and promote formal channels for citizen feedback and complaints, such as a dedicated hotline, an online portal, or mobile applications. They must also ensure that all complaints are handled promptly and transparently. Furthermore, the agencies should regularly publish performance reports to communicate their roles and progress clearly to the public. This will help balance the agencies' autonomy with the necessary public oversight and engagement.

5.4. Contribution to Knowledge

This study contributes to the existing body of knowledge on public sector reform, particularly within the Nigerian context, by offering empirical insights into how agencification affects public service delivery from the viewpoint of end-users (the citizens). While most prior studies have focused on agencification from an internal performance or institutional lens, this research distinguishes itself by foregrounding the perceptions, experiences, and satisfaction levels of the public in evaluating agency performance.

Firstly, the study expands the empirical understanding of agencification at the subnational level in Nigeria, using Abeokuta as a case study. By assessing two key agencies, OGWAMA and OGPWA, it highlights how decentralisation and administrative autonomy can yield mixed results depending on implementation context, capacity, and accountability frameworks.

Secondly, the findings demonstrate the critical role of public awareness and accessibility in shaping perceptions of agency effectiveness. This insight contributes to the broader discourse on citizen-centred governance and service delivery models, underscoring the importance of transparency, communication, and engagement in reform outcomes.

Lastly, the study reinforces and localises the theoretical relevance of New Public Management and Principal-Agent Theory within the Nigerian administrative context. It validates the assertion that while autonomy may improve efficiency in theory, it must be paired with robust accountability and public feedback mechanisms to achieve meaningful results in service delivery.

In essence, this research provides both theoretical and practical contributions to governance, policy evaluation, and public administration literature in developing country contexts. It serves as a reference for policy reformers, scholars, and future researchers interested in agency performance and citizen satisfaction.

5.5. Suggested Areas for Further Research

While this study has provided valuable insights into the impact of agencification on public service delivery in Abeokuta, several areas remain open for further investigation. These suggestions aim to deepen the understanding of public sector reforms and broaden the scope of future research in this field:

- i. Comparative Studies Across States:** Future research could undertake a comparative analysis of agencification across multiple Nigerian states to assess variations in implementation, challenges, and outcomes. Such studies would help determine whether the patterns observed in Abeokuta are isolated or indicative of broader national trends.

- ii. **Agency Performance from an Internal Perspective:** This study focused on the perceptions of citizens. Further research could explore agency performance from the perspective of internal stakeholders, such as staff, managers, and policymakers, to assess internal efficiency, institutional capacity, and managerial autonomy.
- iii. **Longitudinal Impact Assessments:** A longitudinal study tracking the performance of agencies over a more extended period would offer more profound insights into whether agencification has a sustained impact on service delivery, especially in light of changing political administrations and budget cycles.
- iv. **Evaluation of Other Public Service Sectors:** While this study concentrated on waste management and public works, future research could extend the evaluation to other critical sectors such as education, healthcare, housing, and water supply to provide a more comprehensive assessment of agencification's impact on public service delivery.
- v. **Role of Political Will and Oversight Mechanisms:** Further exploration is needed into how political commitment, legislative oversight, and inter-agency coordination affect the success or failure of agencified agencies. This could shed light on governance variables that significantly influence reform outcomes.
- vi. **Public Perception and Trust-Building Mechanisms:** Future studies could investigate how public trust in government institutions can be strengthened through improved communication, transparency, and participatory governance in the context of agencified service delivery models.

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Appendix

Questionnaire

Lead City University, Ibadan

Department of Politics and International Relations

Dear Participant,

Permission to Administer Research Instrument

I am presently a student at Lead City University, Ibadan, where I am working on my thesis titled “Appraisal of Agencification in Ogun State Waste Management Authority and Ogun State Public Works Agency”. The goal of this study is to evaluate the effectiveness of the Ogun State Waste Management Agency (OGWAMA) and the Ogun State Public Works Agency (OGPWA). Your participation is considered very crucial for its success. Please be assured that the data collected is purely for academic purposes, and all information provided will be treated with utmost confidentiality. I would greatly appreciate your honest and truthful response to the questionnaire. Thanks for your cooperation.

Yours Faithfully

Adesanya Oluwabukunmi Adedotun

SECTION A: DEMOGRAPHIC DATA

Kindly tick your appropriate answer to the questions from any of the options below

1. Gender: Male [] Female []
2. Age: 18-25 [] 26-35 [] 36-45 [] 46-55 [] 56 & Above []
3. Education Level: Secondary [] Tertiary [] Postgraduate degree []
4. Employment Status: Employed [] Self-employed [] Unemployed []
Student []
5. Location: Abeokuta North [] Abeokuta South []

SECTION B: AWARENESS AND ACCESSIBILITY

Instructions: Please rate the following statements based on your level of agreement or experience. Your responses will remain confidential and will be used solely for academic purposes.

Rating Scale: SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree

		SD	D	N	A	SA
6	I am aware of the services provided by OGWAMA.					
7	I am aware of the services provided by OGPWA.					
8	OGWAMA's services are easily accessible to residents in my area.					
9	OGPWA's services are easily accessible to residents in my area.					

SECTION C: PERCEIVED EFFICIENCY AND QUALITY

		SD	D	N	A	SA
10	OGWAMA efficiently collects and disposes of waste in my area.					
11	OGPWA ensures that roads in my area are well-maintained.					
12	Waste collection schedules by OGWAMA are reliable and consistent.					
13	Road maintenance activities by OGPWA are timely and efficient.					
14	The quality of roads maintained by OGPWA meets my expectations.					
15	OGWAMA has improved waste management in Abeokuta since its establishment.					

SECTION D: RESPONSIVENESS AND ENGAGEMENT

		SD	D	N	A	SA
16	OGWAMA listens to residents' feedback and incorporates it into service improvements.					
17	OGPWA listens to residents' feedback and incorporates it into service improvements.					
18	OGWAMA responds quickly to emergencies [e.g., improper waste disposal or blockages].					
19	OGPWA responds quickly to emergencies [e.g., urgent road					

	repairs].					
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SECTION E: ACCOUNTABILITY AND TRANSPARENCY

		SD	D	N	A	SA
20	OGWAMA provides adequate information about its operations to the public.					
21	OGPWA provides adequate information about its operations to the public.					
22	Complaints about OGWAMA's services are resolved promptly.					
23	Complaints about OGPWA's services are resolved promptly.					

SECTION F: PUBLIC SATISFACTION

		SD	D	N	A	SA
24	I am satisfied with the overall performance of OGWAMA.					
25	I am satisfied with the overall performance of OGPWA.					
26	The introduction of OGWAMA has positively impacted waste management in Abeokuta.					
27	The introduction of OGPWA has positively impacted road infrastructure in Abeokuta.					

Thank you for taking the time to complete this questionnaire.

Bio data

A. Personal Data

Full Name: Oluwabukunmi Adedotun Adesanya
Address: Folashade Olatunji, Oloke meji, Abeokuta, Ogun State
Email: oludotun6111@gmail.com
Phone No: 08175851214
Date of Birth: May 31, 1999
Place of Birth: Abeokuta, Ogun State
Nationality: Nigerian
Next of Kin: Adesanya Ibukun

B. Educational Background

Educational Institutions Attended with Dates and Qualifications

M.Sc. in Public Administration (In view) - Lead City University, Ibadan, Oyo State
B.Sc. in Political Science (2021) - Chrisland University, Abeokuta, Ogun State
S.S.C.E (2015) - Omolaja Sodipo Memorial Anglican School

C. Work Experience

Traffic & Commercial Officer | Nigeria Railway Corporation - May 2023 – Till date
Administrative Officer | The Polytechnic, Ibadan - November 2021 – October 2022

Office Assistant | Ogun State House of Assembly -
2020

September 2020 – November

D. Awards and Fellowship

Not Applicable

E. Publications

Autonomy And Accountability: A Study of Public Satisfaction with State Agencies in Ogun State, Nigeria. International Journal of Humanities and Cultural Studies Research, 9(6), 2025.

F. References

Bello Wasiu (Ph.D.)

Adedokun Adenike (Ph.D.)

Lecturer | Fountain University, Osun
Ibadan

Chief Lecturer | The Polytechnic,

Signature

Date

The University Compliance Certification

This is to certify that this thesis written by Oluwabukunmi Adedotun ADESANYA with the matric number LCU/PG/005217 in the Department of Politics and International Relations, Faculty of Management and Social Science, Lead City University, Ibadan and is in full compliance with the approved University format and style.

Signature

Date

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