

Transforming Nigeria's Civil Service: The Intersection of Bureaucratic Reforms and Foreign Policy Efficacy

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[0136] Abstract

This paper investigates the complex correlation between public service reforms and Nigeria's foreign policy, with a specific emphasis on how bureaucratic dynamics impact the nation's diplomatic endeavours. The research employs a comprehensive examination of secondary data from periodicals, government databases, archives, and internet sources to examine different reform attempts from 2007-2013. The key results indicate that despite attempts to reorganise and improve the public service to increase efficiency and effectiveness, there are still obstacles such as bureaucratic fragmentation, uneven execution, and political influence that continue to exist. The implementation of reforms like as the Monetization Policy and the development of the Service Compact with Nigerians (SERVICOM) has had varied outcomes, enhancing some parts of public service provision while falling short in other areas. Human resource development and ongoing training are essential elements in constructing a skilled and adaptable public service. The research emphasises the need for practical, gradual changes that promote moral behaviour, responsibility, and efficient management. Through including academic perspectives, this debate offers a thorough comprehension of how public service changes might be used to improve Nigeria's foreign policy results. It advocates for a more unified and proactive approach to international relations. The results provide useful insights for policymakers and researchers who are interested in the intersection of public administration and foreign policy.

Keywords: Civil Service Reforms, Foreign Policy, Bureaucratic Dynamics, Public Administration, Nigeria

Introduction

In the realm of Nigerian governance, the influence of civil servants in policy formulation and execution is pivotal, especially considering their statutory responsibilities encompass both domestic and foreign policies. However, this influence has been consistently overshadowed by the pervasive control exerted by the political class, dictating actions within the civil service sector. Gordon and Aluko (1982) emphasize the entwined nature of foreign and domestic policies, attributing the dominance of power dynamics over rational decision-making in government ministries, parastatals, and the foreign policy implementation process. Recognizing this intricate synergy, it becomes imperative to conduct a comprehensive survey and evaluative study of the implications of civil service reforms on Nigeria's foreign policy.

The roots of civil service influence can be traced back to 1945 when a nationwide industrial action against colonial masters' reform initiatives erupted, drawing attention to the plight of Nigerian workers. Scholars noted that this pivotal event was triggered by heightened political awareness, as workers protested discriminatory policies and the dehumanization of labor (Mbara & Gopal, 2020). The consequences of this industrial action marked the genesis of civil servants' impact on foreign policy, forcing colonial masters to reconsider their policies on a global scale. Subsequently, the recurrent demand for civil service reforms, spanning both civilian and military administrations, underscores the interconnectedness of civil service, domestic politics, and foreign policy making (Sekwat, 2001).

In recent years, scholars have increasingly turned their attention to the intricate relationship between civil service reforms and foreign policies, recognizing the significance of this intersection in shaping Nigeria's role in the economic and political landscape of Africa (Mbara & Gopal, 2020). This heightened interest is rooted in the undeniable importance of Nigeria as the most populous country, possessing the largest market, abundant human and material resources, and exerting considerable influence beyond its borders (Sekwat, 2001). However, amidst this strategic positioning, the nation faces pressing challenges such as escalating insecurity due to insurgency and terrorism, allegedly fueled by both internal and external forces (Mbara & Gopal, 2020). Furthermore, a pervasive network of corruption within government institutions, a rise in parochial interests conflicting with patriotism and ethical values, has eroded Nigeria's standing as the erstwhile giant of Africa (Mbara & Gopal, 2020).

This worrisome development prompts a critical examination of whether Nigeria can sustain its celebrated history, where it mobilized forces against apartheid in South Africa, sponsored ECOMOG to restore stability in Liberia, and garnered enormous respect for its foreign policies (Gordon & Aluko, 1982). Of particular concern is the impact on the civil service sector, which stands as the largest employer of labor in Nigeria (Sekwat, 2001). If weakened or bastardized, the future prospect of maintaining robust foreign policies becomes doubtful, if not impossible. It is within this context that reforms are introduced to reshape and reposition the civil service, aiming to foster strong and focused foreign policies.

Scholars attribute the diminishing weight of Nigeria's foreign policies to the complex history of civil service reforms since 2007 (Ake & Olowojolu, 2016). Ake and Olowojolu contend that these reforms have been clouded by primordial interests, while other studies aptly note the influence of non-Civil Service Reform initiatives, implementation challenges of federal character principles, lack of neutrality, and the lingering impact of prolonged military governance (Phillips, 1991; Farotimi, 2021). The recorded factors and circumstances are not only relevant but also instructive in understanding the contemporary challenges faced by the civil service and their repercussions on foreign policy making.

In response to these concerns, this paper is positioned to critically investigate fundamental aspects of each reform initiative's impact on foreign policy since 2007 (Okorie & Onwe, 2016). Key questions include identifying the core components of these reforms in relation to foreign policy making, understanding the nature of power struggles among government Ministries, Parastatals, and Agencies (MPAs) in the realm of foreign policy, and exploring potential remedies for aligning civil servants with desired foreign policy outcomes. The paper recognizes the strategic role of civil servants in the foreign policy-making process, highlighting their structural positioning to provide roadmaps and

enabling mechanisms for bilateral relationships through established Ministries, Departments, and Agencies (MDAs) such as the Ministry of Foreign Affairs, Immigration Service, and Nigeria Customs Services (Magbadelo, 2016).

Over the years, MDAs in Nigeria have grappled with challenges stemming from militarized civil servants, corruption networks, and ethnocentric work ethics (Mustapha & Adetunji, 2018). These issues have led to poor service delivery, impunity, and retrogressive policies, reflecting in Nigeria's bilateral relationships. Bureaucrats, assuming monopolistic status as tyrants and ethnic apostles, have infiltrated the civil service, causing monumental havoc (Mustapha & Adetunji, 2018).

This paper unfolds in four main sections, with the first concentrating on the evaluative and survey study of civil service reforms since 2007 (Okorie & Onwe, 2016). The second section delves into the nature of power struggles, while the third responds to the research question on possible remedies for achieving desired foreign policies. Methodologically opinionated, the paper draws on empirical instances from scholarly postulations, aiming to present a clear study focused on the period from 2007 to 2013 (Okorie & Onwe, 2016). Ultimately, the paper outlines strategies, draws conclusions, and acknowledges scholars who have contributed to similar discussions (Magbadelo, 2016).

Thematic Literary Inquiry

Civil Service Reforms and their Impact on Foreign Policy Since 2004, the federal government of Nigeria has undertaken a series of reform initiatives within the civil service sector, aiming to align it with international best practices and foster a technologically proficient and motivated workforce. The primary objectives included addressing issues such as over-bloating, the presence of ghost workers, duplication of functions among government agencies, and corruption within public institutions. Strategies and key policy measures were developed and implemented, with a particular focus on the period from 2007 to 2013, which marked a phase of democratic consolidation in Nigeria.

Restructuring and Repositioning of Ministries, Departments and Agencies (MDAs) In 2007, the administration of President Obasanjo introduced measures to streamline government business within the civil service, ensuring proper structuring of MDAs and optimizing the scheduling of duties to enhance efficiency in service delivery. This aspect of reform sought to address issues such as the ghost worker's syndrome and resolve bureaucratic challenges, particularly between MDAs dealing with external affairs and internal affairs foreign missions. The reform also aimed to determine the actual manpower needs of each MDA, considering qualification sufficiency and professional mix (Abubakar, 2017). To achieve these objectives, the government established the Bureau of Public Service Reform (BPSR) in September 2004 as an independent agency under the presidency. The BPSR recommended the restructuring of government ministries into 4-8 departments, subject to the approval and ratification of the Federal Executive Council. It further suggested the merger of certain federal ministries, parastatals, and agencies, including the Nigeria Immigration Service, Nigeria Customs Service, Federal Road Safety Corps, Nigeria Police Force, Civil Defense Corps, among others (Magbadelo, 2016).

The implications of these reforms on foreign policy processes are substantial, with far-reaching effects on bilateral relationships within the global community. Agencies like the Nigeria Immigration Service and Nigeria Customs Service, shaped by these reforms, play critical roles in the re-basing and foreign investment programs of the government. Inconsistencies within these agencies present Nigeria as having one of the most unstable systems (Magbadelo, 2016). Between 2007 and 2013, reform committees established by the

federal government were tasked with recommending restructuring mechanisms for MDAs. However, the process of merging entities in a system plagued by corruption, insecurity, mistrust, and strong labor unions poses adverse implications for foreign relationships. Notably, there have been observable interferences by some self-serving political classes through the approval process of the Federal Executive Council. Resistance to certain reform policies and ensuing confusion raises doubts about their ability to achieve desired goals, placing civil servants at the epicentre of the tumult, while foreign policies experience significant setbacks (Ikechukwu, 2021).

Monetization Policy: Transforming Civil Service and Addressing Financial Leaks Traditionally, issues related to corruption, wastages, and financial leakages within the civil service were deeply ingrained, almost becoming an accepted norm that permeated various levels of the civil service hierarchy. To counteract this, a reform initiative was introduced with a primary focus on designing measures to assess the actual cost of governance. The Monetization Policy aimed to quantify the monetary value of fringe benefits inherent in the conditions of service for civil servants upon entry (Olasupo & King, 2022).

Under this policy, various components of the civil servants' benefits were monetized, including utility bills for services such as electricity, water, and telephone usage. Additionally, the costs associated with maintaining official vehicles, staff quarters, and domestic servants were also subjected to monetization (Egeonu & Abada, 2021). The objective was to calculate and disburse the monetary value directly to the staff, allowing them to manage their expenses in a way that did not interfere with their regular official duties.

The justification for this reform initiative was to close the windows of financial leakages, fostering a conducive environment for concentration and efficiency in service delivery among civil servants. It aimed to promote positive work ethics, especially an improved maintenance culture and a positive attitudinal change, as salaries and allowances for all public servants were formally monetized (Ukwandu & Onyema, 2019). The implementation of this policy, starting on May 1st, 2000, led to a new monthly minimum wage package of N3500 or 22 USD, later increased to N7500 or 46 USD. However, this brought about various challenges, prompting the formation of a panel to reconcile wage and salary differences among states, ministries, parastatals, and the private sector within the country.

Several agencies, including the Bureau of Public Service Reform (BPSR), Public Service Reform Team (PSRT), and the Economic Team, were established to coordinate efforts and achieve the objectives of the policy reform (Abubakar, 2017). While these coordinating reform agencies comprised members from the political class, there were pockets of technocrats included, although they remained relatively passive in their involvement.

Despite the germane and comprehensive nature of the reform initiative, several flaws were evident in its execution. Although the policy itself was deemed relevant, there were ambiguities in the process, particularly in terms of bureaucratic blending, raising concerns about the sustainability of the initiative. Implementation witnessed confusion and a lack of trust between political executives and core technocrats, casting a shadow over the effectiveness of the Monetization Policy.

Establishment of Service Check Mechanism The imperative of efficient government operations and achieving customer satisfaction has long been a subject of interest for policymakers, scholars, and foreign partners. The British government, through the Department for International Development (DFID), provided technical assistance by

introducing mechanisms for enhanced service delivery. The establishment of the Service Compact with Nigerians (SERVICOM) was pivotal, tasked with the mandate to restore people's confidence in Ministries, Departments, and Agencies (MDAs). This philosophy rests on the belief that any service lacking customer satisfaction and national interest is devoid of essence and should be discarded. The evaluation mechanism is crucial in shaping the civil service and determining the performance output of its workforce (Lawal et al., 2013).

While the initiation of SERVICOM was instructive, especially with its foreign partnership with the British government, it has not fully achieved its fundamental objective of instilling customer confidence and satisfaction. Even after a decade, services from most MDAs have not gained international acceptance. The inability of SERVICOM to deliver the desired results raises questions about Nigeria's commitment to embracing accelerated development and convincing the global community of transparency in its reform agenda (Lawal et al., 2013).

Restoring Human Resources Between 1999 and 2013, a series of reforms focused on restructuring human resources, considering man as the core element upon which every organization anchors its fundamental objectives (Omisore, 2014; Eze, 2018). Particularly in the civil service, the highest employer of the workforce, human resource reforms have significant implications for foreign policy making.

The Oronsaya Committee in 2007 recommended a four-year tenure for permanent secretaries and directors, renewable based on performance, irrespective of age or years of service. However, by 2013, Adamu Fika's majority report rejected the tenure clause, deeming it contrary to the conditions of service offered to civil servants at the point of entry. The inconsistencies and frequency of reforms in the civil service carry implications for Nigeria's foreign policies. The Oronsaya report of 2007 could result in the depletion and significant purge of senior civil servants, impacting the overall competency of the workforce. On the other hand, Adamu Fika's report may retain older civil servants who might lack the energy, creativity, and innovation essential for the civil service sector (Mustapha & Adetunji, 2018).

The implications of these inconsistencies extend to Nigeria's foreign policies, as the staff experiences psychological trauma, corruption, and uncertainty about future policies. Additional effects include a disregard for the principles of federal character during recruitment and the propagation of various forms of social ills (Omisore, 2014).

Foreign Policy Decision as Bureaucratic Power Struggle The foreign policy of any nation is intricately linked to domestic policies, often shaped by power struggles or bureaucratic interplay, influencing bureaucratic decision-making (Mimiko & Mbada, 2014). In Nigeria, the Ministry of Internal and External Affairs holds the constitutional responsibility to shape and implement foreign policies. However, the involvement of other ministries, such as the Ministry of Justice, the Central Bank, Ministry of Defense, Ministry of Trade and Commerce, Ministry of Economics, and even state governments, has blurred the lines and led to a lack of synergy among relevant ministries.

The civil service reforms, which allowed for overlapping functions among Ministries, Departments, and Agencies (MDAs), have contributed to this situation. The ideal scenario dictates that only the pronouncements of the foreign affairs office should be recognized as the foreign relations of a country. However, in practice, other entities like the Ministry of Defense, Central Bank, Ministry of Trade and Commerce, and others actively participate in managing Nigeria's foreign relations, creating a fragmented approach (Mimiko & Mbada, 2014).

Foreign economic policies, traditionally under the purview of the Ministry of External Affairs, now involve multiple ministries such as the Central Bank, Ministry of Trade Commerce and Industry, Finance, and Petroleum. This fragmentation extends to oil policies, OPEC bilateral relationships, and counter trade, leading to a lack of centralized coordination within the Ministry of External Affairs (Aluko, 1983). Issues like Nigeria's involvement with ECOWAS and relations with neighboring countries, such as Nigeria-Chad and Nigeria-Cameroon, also witness participation from state governments, causing confusion, mishandling of sensitive matters, and even potential diplomatic crises. Foreign policy, being a product of complex human thought processes, is susceptible to challenges and disruptions, often becoming reactive rather than a product of proactive decision-making (Aluko, 1983).

The Nigerian Institute of International Affairs, established to popularize foreign policy matters, conduct research studies, and train foreign policy personnel, faces internal bureaucratic challenges hindering its objectives. There is a need for all ministries to recognize the Ministry of Foreign Affairs as the nation's mouthpiece on external relations, fostering coherence and avoiding power struggles that can lead to mismanagement of sensitive issues and potential conflicts (Mimiko & Mbada, 2014).

Strategies for Effective Foreign Policy Implementation The initiation and implementation of foreign policy processes fall within the realm of bureaucratic principles, necessitating the involvement of core technocrats to provide clear guidance for the political class. Various civil service reforms over the years have, directly or indirectly, raised questions about specific foreign policies or relationships. Identifying strategies is crucial for ensuring a cohesive and effective approach. Scholarly insights contribute to formulating these strategies: (a) **Structuring Ministries, Departments, and Agencies (MDAs)**: It is essential to organize MDAs with permanent staff who are professionals in their respective fields. This structure ensures a stable and knowledgeable workforce, preventing potential issues arising from the transfer of service, which can lead to a shortage of trained personnel in critical areas (Ikechukwu, 2021) (b) **Training and Retraining of Civil Servants**: Prioritizing ongoing training and retraining of civil servants is crucial for maintaining efficiency and professionalism in the civil service. This strategy aligns with the dynamic nature of foreign policy, requiring civil servants to stay abreast of evolving global situations and diplomatic practices (Johnson et al., 2019). (c) **Programs for Attitudinal Change**: Efforts should be directed towards programs that foster attitudinal change among civil servants. Promoting a positive work culture and ethical conduct is integral to enhancing the image of the civil service and ensuring that foreign policy implementation is conducted with integrity and professionalism (Agbor, 2012). (d) **Customer Feedback Mechanism**: Establishing a mechanism for customers of each government agency to access and comment on civil servants' service delivery is crucial. This feedback system enhances accountability, transparency, and responsiveness within the civil service (Sandra, 2016). (e) **Structured MDAs to Avoid Power Struggles**: The structural organization of MDAs should be carefully planned to prevent power struggles, overlapping responsibilities, and clashes among staff. Clear delineation of duties and responsibilities minimizes internal conflicts, ensuring a smoother foreign policy implementation process (Olowu, 2014).

Through implementing these strategies, Nigeria can strengthen its civil service, enhancing its capacity to formulate and execute foreign policies effectively. These insights from scholars provide a foundation for developing a resilient and adaptive civil service structure that can navigate the complexities of international relations.

Theoretical Framework

The Bureaucratic Politics Model The Bureaucratic Politics Model is most suitable for this study, as it provides a comprehensive framework to understand the interplay of various bureaucratic entities in shaping and implementing foreign policy. This model, originally developed by Graham Allison and further elaborated by other scholars, focuses on how decisions are influenced by the internal dynamics and power struggles within bureaucratic organizations.

Key Aspects of the Bureaucratic Politics Model: **Power Struggles and Interplay:** The model emphasizes the power struggles among different bureaucratic actors, each with their own interests, objectives, and perspectives. This aspect is crucial in understanding the fragmented approach in Nigeria's foreign policy where various ministries, such as the Ministry of Foreign Affairs, Ministry of Defense, Central Bank, and others, influence decision-making processes. **Role of Technocrats and Politicians:** The model highlights the interaction between technocrats and politicians within the bureaucracy. In the context of Nigeria, understanding this interaction is vital to analyze how civil service reforms and the involvement of different ministries affect foreign policy outcomes.

Organizational Interests: Bureaucratic entities often have their own organizational interests which can sometimes conflict with the overall national interest. This theory helps explain how such conflicts and interests shape policy decisions and implementation, particularly in foreign policy where multiple agencies are involved.

Decision-making Processes: The model provides insights into the decision-making processes within bureaucracies, highlighting how decisions are often the result of negotiations, compromises, and power plays among various actors. This is particularly relevant to Nigeria's foreign policy formulation and implementation, where overlapping responsibilities and lack of coordination among MDAs have significant implications.

Application to the Study: (a) **Fragmentation in Foreign Policy Implementation:** This theory helps to understand how the involvement of multiple ministries and agencies without clear coordination results in a fragmented approach to foreign policy. Different ministries such as the Ministry of Foreign Affairs, Ministry of Defense, and the Central Bank often have overlapping responsibilities, leading to confusion and inefficiency. (b) **Impact of Civil Service Reforms:** The model can evaluate how efforts to restructure MDAs and improve their efficiency have changed the power dynamics and decision-making processes within Nigeria's bureaucracy. These reforms aim to streamline operations but often lead to new challenges and conflicts. (c) **Role of Bureaucratic Actors:** This theory identifies the roles played by various bureaucratic actors in shaping foreign policy. Each ministry or agency has its own interests and objectives, which can sometimes conflict with each other and with the overall national interest, affecting foreign policy decisions. (d) **Effectiveness of Reforms on Foreign Policy Outcomes:** By applying this model, the study can assess how successful the civil service reforms have been in creating a coherent and effective foreign policy. It will look at whether these reforms have helped to reduce internal conflicts and improve coordination among different agencies involved in foreign policy.

The Bureaucratic Politics Model helps to explain the complex interactions and power struggles within Nigeria's bureaucracy that influence foreign policy. It shows how different interests and lack of coordination can lead to a fragmented and sometimes ineffective approach to foreign policy.

Methodology

This study employed a universal content analysis of secondary data to investigate the impact of civil service reforms on Nigeria's foreign policy. The research utilized a qualitative approach, analyzing data sourced from a variety of secondary materials. The data collection process involved extensive review and examination of academic journals, government databases, archival records, and reputable online websites. These sources provided a comprehensive view of the historical and contemporary reforms within the Nigerian civil service and their implications for foreign policy. The content analysis focused on identifying themes and patterns related to bureaucratic power struggles, restructuring efforts, and their effects on policy implementation. Key documents reviewed included government reports, policy papers, academic articles, and expert commentaries. The analysis aimed to extract relevant information on the nature of reforms, the challenges faced during implementation, and the outcomes of these reforms on Nigeria's international relations.

To ensure the reliability and validity of the findings, the study cross-referenced information from multiple sources, corroborating data where possible. This methodological approach provided a robust framework for understanding the complexities of Nigeria's bureaucratic environment and its impact on foreign policy, offering insights into the effectiveness of past reforms and recommendations for future improvements.

Summary of Results and Insights

The study's analysis of secondary data revealed several key findings regarding the impact of civil service reforms on Nigeria's foreign policy: (a) **Fragmented Responsibilities:** The study identified significant fragmentation in responsibilities among various ministries and agencies, leading to inefficiencies and a lack of coherent foreign policy implementation. (b) **Inefficiencies and Power Struggles:** Internal power struggles and overlapping functions within Ministries, Departments, and Agencies (MDAs) were found to complicate the execution of foreign policies. These struggles often resulted in bureaucratic delays and conflicting directives. (c) **Need for Professionalism and Training:** Continuous training and retraining of civil servants were highlighted as essential for maintaining a competent and ethical workforce capable of effectively implementing foreign policy. (d) **Attitudinal Change Programs:** The study emphasized the importance of programs aimed at fostering a positive work culture and ethical conduct among civil servants to enhance the overall performance of the civil service. (e) **Accountability Mechanisms:** Establishing mechanisms for customer feedback and accountability within MDAs was identified as crucial for improving transparency and responsiveness in service delivery. (f) **Structural Organization:** Clear delineation of duties and responsibilities within MDAs was recommended to prevent internal conflicts and ensure a smoother foreign policy implementation process.

The findings underscore the need for a well-structured, professional, and accountable civil service to effectively navigate the complexities of Nigeria's international relations.

Discussion

Nigeria's bureaucratic fragmentation presents a significant challenge to cohesive foreign policy execution. Gordon and Aluko (1982) observed that while Nigeria's foreign policy has traditionally aimed for internal stability and inter-African unity, the efforts are often muddled by the overlapping roles of various ministries. The Ministry of Foreign Affairs,

which should lead the charge, finds its mandate diluted by entities like the Ministry of Defense and the Central Bank, leading to a fragmented approach that hampers efficiency. This situation reflects Mayall's (1976) insights on Nigeria's foreign policy being low-profile and lacking clear, distinctive objectives.

Effective civil service reforms are crucial for bridging these gaps. Sekwat (2001) highlighted that post-independence reforms were intended to boost efficiency and morale within the civil service, essential for good governance and robust foreign policy. However, the initiatives from 1999 to 2007 faced significant obstacles, as Ake and Olowojolu (2016) pointed out, due to controversies and inconsistent implementation. These issues underscore the call by Anazodo and Okoye (2012) for pragmatic, evolutionary reforms that evolve to meet developmental needs. Human resource development emerges as a key factor in enhancing the civil service's capacity. Farotimi (2021) discussed the 1988 reforms aimed at improving the civil service's image and performance, which align with Okorie and Onwe's (2016) recommendation for ongoing reforms to ensure stability. Omisore (2014) emphasized that training and retraining initiatives are critical, suggesting that improving public service competence directly contributes to achieving Nigeria's developmental goals.

Leadership and diplomacy are pivotal in this context. Nwafor and Chima (2023) argued that effective leadership and diplomacy are essential for good governance and sustainable economic development. This is particularly true for Nigeria, where internal political dynamics significantly influence foreign policy decisions. Mimiko and Mbada (2014) noted that the Ministry of Foreign Affairs often acts as a mere extension of presidential directives, highlighting the need for greater institutional autonomy and capacity to steer foreign policy independently and effectively. Moreover, fostering a culture of ethical conduct and positive attitudes within the civil service is crucial. Agbor (2012) proposed a novel approach called legitimate compulsion to instill accountability and integrity. This shift in mindset is vital for enhancing the civil service's role in formulating and implementing foreign policy with transparency and dedication.

This study reveals that while Nigeria's civil service reforms have the potential to enhance foreign policy outcomes, their success hinges on addressing bureaucratic fragmentation, continuous professional development, ethical work cultures, and effective leadership. Through aligning with the insights of scholars such as Gordon and Aluko, Sekwat, and Nwafor and Chima, this study paints a comprehensive and dynamic picture of the intricacies involved in reforming Nigeria's civil service and foreign policy framework.

Conclusion

The examination of Nigeria's civil service reforms through the lens of the Bureaucratic Politics Model reveals the intricate dynamics influencing the nation's foreign policy. The study highlights the challenges posed by fragmented responsibilities among multiple ministries and agencies, which often result in inefficiencies and a lack of coherent foreign policy implementation. Despite the efforts to streamline operations and enhance the efficiency of MDAs, internal power struggles and overlapping functions persist, complicating the execution of foreign policy. The study underscores the necessity for a well-structured and professional civil service, emphasizing the importance of continuous training and attitudinal change programs to maintain a competent and ethical workforce. Additionally, establishing mechanisms for customer feedback and clear delineation of duties within MDAs can mitigate internal conflicts and improve accountability.

Ultimately, the Bureaucratic Politics Model provides a comprehensive framework for understanding the complexities of Nigeria's bureaucratic environment and its impact on foreign policy. Through addressing the identified challenges and implementing the recommended strategies, Nigeria can strengthen its civil service, thereby enhancing its capacity to formulate and execute effective foreign policies. This approach is crucial for maintaining Nigeria's standing in the global arena and fostering stable international relations.

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