

FRAMEWORK FOR EVALUATING PUBLIC SECTOR GOVERNANCE

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Much unlike corporate governance, which merely describes the network of relationships between an organization and its various stakeholders or the manner in which the business and affairs of a corporate entity are being governed, public sector governance is much more complex in nature and ~~border~~^{broader} in scope. While failure in the former results in loss of equity value, low profit level, loss of employment opportunities, low rating, loss of prestige, goodwill, etc.; failure in the latter manifests in the form of inefficient, decaying and ineffective public sector institutions that fail to deliver sufficient and meaningful development of the entire society, failure to meet minimum global standards and complete loss of faith in the government at large. Consequently, the challenges facing governments around the world, especially in democratization nations of Africa and Nigeria in particular is that of meeting the changing expectations and needs of their citizens. Developing countries in particular face major challenges of fiscal resources and revenue mobilization, resource allocation to address poverty and achievement of the millennium development goals, public financial and expenditure management, civil society participation and the fight against corruption. Governments across all levels are, therefore, expected to provide high-quality services more efficiently, effectively and responsively in the face of dwindling resources and ever increasing businesses and citizens' needs. Governments' responses to these challenges typically include setting up and delivering service delivery reforms, fiscal management, seeking to operate more effectively, efficiently and openly and developing new capabilities for civil society participation and public-private partnership in resource management.

Assessment of public sector governance in Nigeria is very difficult, especially at states, and local governments' levels because most macroeconomic and social indicators are generated

at the national level, the issue of accuracy of the statistics aside. It is appreciated that efforts to generate the information at specific level of state and local governments is as difficult as is expensive as well. Moving closer to obtaining reliable and accurate information on some or more of the following indicators at desirable level will help adjudge the extent of public sector accomplishment in any state.

- ✓ Income per capita per state
- ✓ Number of persons below poverty line per state
- ✓ Number of unemployed persons per state
- ✓ Budget per capita per state
- ✓ Percentage of budget on social service per state
- ✓ Percentage of budget on education per state
- ✓ Human development index per state
- ✓ Literacy rate per state
- ✓ Maternal mortality per state
- ✓ Infant mortality rate per state
- ✓ Number of physian per person per state
- ✓ Number of hospital bed per 1000 persons
- ✓ Access to health care facilities per state
- ✓ Access to portable drinking water per state
- ✓ Access to governmental information
- ✓ Transparency and accountability at States' level
- ✓ Cost of public administration per state (ratio of current to capital expenditure)
- ✓ Number of tertiary institutions per state, etc.

Although the checklist is inexhaustible, but, any combination of some of the above could provide useful information on the level of public sector performance.