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Full Length Research paper

The Role of the Public Service in Nigeria's Rebranding Project

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Abstract

The history of Nigeria as a political entity has been a record of battered image characterized by ethnic intolerance, military interregnum, nonchalance, dishonesty, treachery, duplicity disloyalty and other corrupt indices. The knowledge of the dilapidated image of Nigeria filtered the public space both locally and internationally, and the citizens have been described with numerous unpleasant nomenclature such as 'bad', 'criminals', 'ungovernable', 'thieves', 'untrustworthy', etc. This became worrisome. Successive administrations, especially the 4th republic leaders decried the Nigeria's image crisis, and introduced conscious moves to change the image of Nigeria and Nigerians, with the slogan: 'Rebranding Nigeria'. Rebranding project is a Herculean task involving all stakeholders in the Nigerian project. However, the public service institution being a major factor in the public policy process has come under focus here. This work therefore examined the role of the public service in actualizing the goal of the rebranding project. Rebranding is to be understood in this context from the perspective of the Persuasion Theory. The data was obtained from secondary sources. Findings show that great success can be achieved if the public service, acting as a role model, and adhering to the ethics of standard behaviour, communicate the need for national consciousness in the minds of the ordinary citizens. This can engender positive change of attitude as the prerequisite for a successful rebranding.

Keywords: Public Service, Rebranding, Ideology, Ethical Reorientation.

INTRODUCTION

Rebranding in Historical Context

Rebranding, as a concept, did not originate from the discipline of political science. Rather, it was borrowed from the discipline of marketing (Melissen, 2004). Rebranding is a herculean task. According to Anholt (2002:4), "brand management is often, as we know, something quite humble: the cautious and slow-moving husbandry of existing perceptions. It is a process as

unglamorous as it is unscandalous and, not coincidentally, hard stuff to get journalists excited". Thus, the more a country's national image has been battered, the more strenuous laundering such an image would be. Buttressing Anholt's position as stated above, Melissen (2004:2) noted that:

The practice of branding a nation involves a much greater and coordinated effort... For one...branding is about the mobilization of all of a nation's forces that can contribute to the promotion of its image abroad.

Thus, re-branding (or nation-branding) is aimed at boosting or improving a state's national image. When national image is mentioned, two things come to mind, the image a particular state has of itself, and the image other states in the international system have of that particular state. Image making by states in the international system, therefore, has a very long history. For instance, Kunczik (2003) traced the origin of rebranding to Cardinal Richelieu in early 17th Century France. He explained that under the Ancien Régime (15th Century to 1972), the French went to much greater lengths in remoulding their country's image abroad than other European powers.

France puts enormous effort into managing the country's reputation in the aftermath of the French Revolution, having been convinced that it as one of the principal sources of a nation's power. Reinforcing Kunczik's position, Olins (2003) remarked that what is then known as identity creation and image projection got to a peak under the regime of Louis XIV.

Similarly, Turkey in the aftermath of the Ottoman Empire made genuine attempts at remoulding Turkey's national image. Mustafa Kemal Atatürk was in charge of nothing less than a complete makeover of the face of Turkey and its identity (Melissen, 2003), between 1920 and 1925. Melissen also asserted that "benign twentieth-century versions of identity development and nation-building, such as Fascism and Communism, directly challenged and gave an impetus towards communication with foreign publics by democratic powers" (p. 3). In the late 1990s also, the administration of Prime Minister Tony Blair introduced the concept of 'Cool Britannia' in a bid to rebrand Britain. Rebranding has also been practiced in Estonia and Liechtenstein.

In the case of Nigeria, it could be asserted that re-branding became essential in the aftermath of a long period of military dictatorship. During this period, Nigeria was regarded as a pariah state in the comity of nations. Things somewhat changed at the inception of the Fourth Republic and hence, the need to match the perception with reality. This is in alignment with the position of Olins (2004:171) that:

The reason why nations continue both explicitly and sometimes implicitly to shape and reshape their identities, or if you prefer explicitly and implicitly to rebrand themselves, is because their reality changes and they need to project this real change symbolically to all the audiences with whom they relate. They want, as far as they can, to align perception with reality.

It is no surprise, therefore, that in the Fourth Republic, a rebranding project has been set up twice.

Dimensions of Rebranding

From the extant literature (Anholt, 2002; Melissen, 2003 & 2004; Olins, 2004, etc.), there are three aspects of rebranding. This distinction is so pertinent as to understand why Nigeria's style of rebranding appears skewed. The three aspects include export, foreign direct investment (FDI), and tourism.

Export

States are distinct based on the nature and type of product(s) they export. For instance, car brands like Mercedes, BMW and Audi associate with Germany while France is associated with Renault. In the area of information and communication technology (ICT), HP, DELL, Zinox, Intel, Apple, Microsoft, Google, et cetera, is linked with the United States since their origins are solely American. In the same vein, DSTV, MTN and Shoprite are associated with South Africa. In the case of diplomatic face-off, these brands are subjected to attacks or sabotage as a means of propaganda against the mother country. Through advertisements, also, these brands project the good image of their mother countries. Suffice it to add that if a brand is associated with marketing inferior products or services, the integrity of the mother country, to some extent, calls into question. In Nigeria, for instance, the inferior products are simply referred to as 'China', while fairly used (second hand) products are often referred to as 'Belgium', et cetera.

Foreign Direct Investment

From a global southern perspective, Foreign Direct Investment (FDI) is a means of boosting a developing economy. In a manner of speaking, that would be correct. However, in the aspect of rebranding, multinational corporations are known to establish daughter branches in foreign countries. Most of these daughter companies are assemblage centres. For instance, brands like Renault, Nokia, HP have their parts assembled in Japan, Pakistan, Portugal, Slovakia, South Korea, Spain, Taiwan, among others. This is a way of highlighting the complex, interdependent nature of the contemporary international system. One of the propelling factors is the need to acquire areas that can guarantee cheap building of products. In this instance, the interest is in minimizing cost of production while at the same time, maximizing profit in sales. Thus, as it should be expected, assemblage locations are friendly, rather than enemy territories.

Tourism

According to the United Nations World Tourism Organization (UNWTO, 2011:1), tourism is “an activity of people or persons travelling to and staying in a place outside their usual environment for not more than one consecutive year for leisure, business, and other purposes not related to the exercise of an activity remunerated from within the places visited”. Tourism is said to be the fourth largest industry globally given that the industry records about 9% growth rate annually (United Nation World Tourism Organization, 2011). Robert (2010) is of the view that tourism is a prime export for 83% of countries in the global south, and the most substantial source of foreign exchange after petroleum. Tourism do not just contribute significantly to economic growth and development through revenue remunerations, it also impacts positively on cultural preservation, environmental protection, employment generation, and poverty alleviation. According to the UNWTO (2011), tourism accounts for roughly 55% of the service sector exports in sub-Saharan Africa. As it is, the emphasis on tourism is on culture, art, history, imagery, landscape, architecture, among others. States like Israel, Saudi Arabia, Qatar, United Arab Emirates (UAE), South Africa, Kenya, among others, has mastered the art of using tourism to further their national images. The point is that countries use tourism as a means of advertising their uniqueness and perhaps, friendly nature.

REBRANDING INITIATIVE IN NIGERIA

A clearer understanding of the background of the rebranding project in Nigeria will require a brief reference to the structure that constituted the focus of the colonial government, through the acquisition of political independence, the extent of preparedness of the political class and what followed as their attitude towards public office in terms of institutionalized corrupt practices which trickled down to the ordinary citizens on the street. The colonial government established in 1900, in the territory that later became Nigeria was a government of convenience. This was in keeping with the competition and scramble for West Africa that took place between Britain, France and Germany. Nigeria, being a British colony, the colonial government in Nigeria was therefore concerned with protecting the economic interest of British capital.

Considering the role of the colonial state in Africa, Ekekwe (1986) pointed out some aspects of the political economy of the colonial state which constituted the lenses that showcased her position in Africa's development. Chief among them were taxation, transportation, education and agriculture. It is important

to note that none of these policies contained any meaningful effort to develop the colonies. The tax policy was initiated to generate enough revenue to run the colonial administration, where the colonized were taxed to maintain the instruments of colonization.

The transport system of roads and railways were provided to ease penetration into the hinterland for exploitation of resources, education was given at the elementary level to train mostly junior clerks, accountants, dispensers, sanitary inspectors, etc. While agricultural production took place on a rudimentary level with crude tools and implements. The colonial firms maintained monopoly position, and did little or nothing to encourage indigenous entrepreneur.

Thus, the colonial state and foreign trading firms made it difficult for Nigerian businessmen to establish firmly in the economy. Consequently, there was a lack of economic capacity on the side of the indigenous entrepreneurs to accumulate capital. Thus, from the period of colonial diarchy down the path to independence, these entrepreneurs and the other elements within the petty bourgeoisie depended largely on the state and also used it as the effective means to enhance capital accumulation. (Ekekwe, 1986)

Buttressing the consequences of weak productive forces that bedevilled the African states, Langdon and Mytelka had this to say:

Throughout Africa, those segments of African Petty bourgeoisie who led successful nationalist movement attempted in the post independence period to use their new control over the state to direct financial resources and economic opportunities to themselves, in order to consolidate their economic and social positions and become something of a dominant bourgeoisie (cited in Ekekwe, 1986)

Consequently, as soon as political independence was acquired in 1960, the petty bourgeoisie mounted regional blocks and sought access to the state using ethnic cleavages, primordial loyalty, cultural affiliations, etc for self aggrandizement. In the absence of access to the forces of production, the state became juicy and a waste pipe through which public fund is continuously being siphoned. This was a situation leading to a state described by Onimode (1988) as "banana republic".

Therefore, from civilian to military and back to civilian regime, corruption, bribery, financial embezzlement and misappropriation and other levels of despicable practices became rife and assumed very large proportion of public life. Bureaucratic corruption and travesty of justice became institutionalized and become accepted as part of public life in Nigeria.

Struggle for resource control through the public offices became intense and assumed the direction of do-or-die affair where public office seekers employ every means available to them to secure access. Electoral process become violent, political succession became bloody and crises ridden. This scenario left the electoral process, hopeless. The bleak in the electoral process was climaxed by the annulment of June 12, 1993 elections by Ibrahim Babangida led military junta. Richard (1987) describes such struggle as 'prebendal politics' Politics which he refers to as patterns of political behaviour which rest on the justifying principle that such offices should be competed for and then utilized for the personal benefit of office holders as well as those of their supporters. The idea of 'using what you have to get what you want' became a determining factor of relationship between public office holders and the ordinary citizens who should benefit from public service.

Invariably, the citizens who look up to government officials for direction lost confidence, became disillusioned and were left with no option than to join the 'band wagon', adopting a do or die attitude in pursuit of their individual goals for survival. As the effect of what began in public offices trickled down and permeated the civil society. Nigerians began to showcase their orientation in such slogans as 'Nigerian factor, 'this is Nigeria', 'use what you have to get what you want', get it, by all means, I 'no de take last', etc. , leading to breakdown of law and order. Such unpatriotic attitude places the economic fortunes of Nigeria in the hands of those that occupy the corridors of power, leaving the majority of the citizens to wallow in abject poverty.

With the loss of confidence in government, various forms of antisocial behaviour ranging from kidnapping, armed robbery, child trafficking, prostitution, drug abuse money laundering, cyber crimes etc, were adopted as a means of survival. In the same vein, countless number of Nigerians migrated to other parts of the world in search of greener pasture, transporting beyond the shores of Nigeria, the same orientation received at home that the easiest channel to create wealth is by being crooked. Thus, both locally and at international scenes, Nigerians have been tagged with various kinds of unpalatable nomenclatures ranging from notorious, criminals, thieves, liars, deceits, untrustworthy, ungovernable and other forms of social representations that do not speak well of a person. This has brought lots of humiliations to Nigerians abroad. Some have lost their lives in the process.

The situation became worrisome and attracted several complimentary speeches from both local and international communities. However, Egwemi (2003) noted that when former president Obasanjo received power from the military under General Abubakar on May

29 2009, the president inherited the image crisis and made numerous foreign trips to restore the country's image. Obasanjo's administration first launched the Nigeria Image Project in 2004. However, in 2005, the then Minister of Information and National Orientation, Frank Nweke Jnr, renamed the Nigeria Image Project 'The Heart of Africa' project. Despite the fact that the Federal Government pumped about 3 million USD (about N600 million) into the project, it was a colossal failure (Nworah, 2005). Aside from being touted, and one of the numerous white elephant projects used to gratify party loyalists, a number of factors contributed to the failure of the project. Adebola, Talabi and Lamidi (2012:425) listed these factors to include: inability to conduct an image analysis, non-involvement of stakeholders in the brand development, lack of proper coordination, low involvement of public relations, advertising and the media practitioners, and, lack of confidence in the economic, political and social reforms.

In a continuous search for a new image for Nigeria, under late president Ya 'Adua's administration, the Honourable Minister for Information, Prof Dora Akunyili (of blessed memory) took a bold step and developed a comprehensive program to change the image of Nigeria and Nigerians and launched a new 'rebranding Nigerian project' on March 17 2009. The slogan of the project was 'Nigeria: Good People, Great Nation'. As is the ultimate goal of every rebranding project, the aim was to create a positive image for Nigeria, both at the domestic and at the international scene. In her inaugural speech, the then Minister of Information, Professor Dora Akunyili disclosed that "We are all gathered here to begin this journey today, powered by the desire to see this great nation shed its logo of untrustworthy, unreliable and ungovernable people. This will no doubt be a journey like no other". Continuing, the Minister asserted that:

...about three months ago, I busied my mind with thoughts on what can be done differently...I found that the negative perception about Nigerians was largely because Nigerians allowed others to tell our story and it stuck, but more importantly because a few Nigerians through their activities gave our country a bad name... I recognized that despite our struggles, and not too good reputation, we must seize every opportunity to take a change. Though Nigeria is a country with problems, it is also on with countless opportunities. Nigeria has many brilliant minds and experts who can hold their own in virtually every field of endeavour... I was convinced that something can be done to make Nigerians believe in ourselves and in our country. I therefore arrived at a conclusion that a more systematic way of addressing these pressing issues is through a people oriented

national re-branding campaign, backed by better information management and dissemination. That is why I have decided to take this journey, and invite people. If not now, then when?...as long as this great country and her citizens continue to be put down and suffer discrimination and humiliation, the more difficult it becomes to rise up and challenge these stereotypes.

Thus, this particular rebranding project was meant to restore the confidence of Nigerians in Nigeria, as well as the confidence of the world in Nigeria. The point of departure is that unlike many other states, the brands Nigeria is associated with are corruption, mismanagement, poverty, disease, general underdevelopment, among other negatives. Hence, Nigeria's version of rebranding has been aimed at telling the world that these negative brands no longer exist in Nigeria.

In pursuit of this agenda, on Friday, March 6, 2009, the Honourable Minister for Information constituted a 22 man committee consisting of some eminent Nigerians in the likes of Pete Edochie, Lolu Akinwumi, Hilda Dokubo, Prof. Ikechukwu Nwosu, Dr. Tony Iredia, Julia Oku-Jack, Alhaji Garba Bello Kankarofi etc. to develop a framework for the actualization of the rebranding project.

In its inaugural speech, Akunyili noted that the program was a new chapter in an attempt as a people to take conscious steps at re-defining our nation, re-examine our values and character and re-dedicating we to the ideals of our founding fathers, (Alao, 2009). The project is focused on addressing the fundamental concerns of the perceptions about Nigeria as a country, and how the citizens are viewed as a people, (National Life, 2009). The importance of rebranding is not to be over emphasized as the nation's foreign image to a large extent determines its status in the comity of nations. However, Ali (2009) noted that rebranding does not stop at telling the world what exists; it is not just a slogan, rather a brand must be able to deliver on its promises".

The rebranding project was initiated on the consideration that Nigeria as a nation should not continue to drown in shame as a result of various labels that have gained popularity among the international communities and are now being used as yardstick to brand Nigeria and her people; Nigerians should work with some national pride and define to the world how we relate with one another; Nigeria is not only a country of corrupt leaders, suffice it to say that Nigeria can be proud of many virtues worth celebrating. It is believed that a well managed rebranding program would help justify these claims and reposition her image, rekindle the passion and spirit of patriotism in the citizens with a belief in the beauty that lies in her, despite the numerous

challenges that confront her. (Nworah, 2009). The business of rebranding Nigeria is a formidable task, no one single person's effort can achieve it. It is a project that requires a joint effort of stakeholders at various levels in the National life. The government, civil society groups, religious organizations, NGOs, Nigerians in Diaspora, etc should join efforts together to work this project into success. However, for any meaningful development in any aspect of national goal to be attained, the public service institution plays a vital role. The civil service is the engine room of development in any state; it constitutes a mirror through which the success or failure of every government is measured. Viewed from this perspective, the public service becomes indispensable in the pursuit of the goal of the rebranding project. Thus, this paper considers the role of the public service in the project of rebranding Nigeria.

CONCEPTUALIZATION OF RELEVANT TERMS

Public Service

The public service occupies a centre stage in every government operation. It plays a major policy role in establishing norms and standards of behaviour for efficient service delivery. The standard set ensures that service delivery mechanisms, integrated systems and assess, human and natural resources, institutional development and governmental initiatives are in line with the needs and aspirations of the citizens. This vital role of the public service has evolved over the years, from transformation to modernizing the public service through policy development, implementation, and frameworks, to providing strategies to support implementation, ensure compliance, improve service delivery and strengthen monitoring and implementation.

Thus, the term public service occupies a broader scope in the articulation of government functions. It includes not only those employed directly, under regular government ministries and departments, but also statutory corporations, boards, commissions, armed forces. On that consideration, Ademolekun (1983) defines public service as the totality of services that are organized under government authority. Public service is a service which is provided by the government to people living within its jurisdiction, either directly through the public sector or by financing provision of services Mokolade (2016) conceives public services as a body or department in the executive arm of government responsible for the execution of the policies and programs of the government. In his explanation, he noted that the public service and its workers who are referred to

as civil servants perform purely administrative functions which entails formulating and implementation of government policies. The public service is divided into departments and each department performs specific functions. Under the departments known as ministries, ministers or commissioners serve as political and executive heads. However, the armed forces, the police, public corporations, parastatals and government owned companies are not in the civil service, they are collectively called public service, but their workers, including the civil servants are called public servants, (Mokolade, A. 2016).

Rebranding

As noted above, the term rebranding is borrowed from marketing operations. It is a marketing strategy in which a new name, term, symbol, design, or a combination of thereof is created for an established brand with the intention of developing a new, differentiated identity in the minds of consumers, investors, competitors and other stakeholders. This usually calls for a radical change to a brand logo, name, legal names, image, marketing strategy, etc. The aim of such change is usually to reposition the brand or company to detach itself from negative connotations. (wikipedia)

Ideology

Cole (2017) conceives ideology as a lens through which a person sees the world. From a sociological perspective, ideology is broadly referred to as the world view a person or group of persons have, that is the sum total of their culture, values, beliefs, assumptions, common sense and expectations for themselves and of others. Ideology identifies a society, groups in relation to other people. "It shapes our thoughts, actions, interactions and what happens in our lives and the society at large".

Ethical Reorientation

Ethical reorientation refers to a fresh redirection, a changed set of attitude, ideas and beliefs which fall in line with the acceptable moral values of a society.

THEORETICAL BACKGROUND

Persuasion Theory

This paper draws from the Theory of Persuasion. The theory is drawn from mass communication. This theory

stipulates that the communication process is a three-way involving communication-attitude-behaviour. It dwells on how messages can be conveyed in such a way as to effect attitudinal changes. The theory can be used in both politics and business. In politics, the theory is used to promote a particular candidate or political ideology. In business, the theory is used in advertisement.

In the context of this paper, the rebranding can be achieved by using various ways of communication to appeal to the conscience of the people to develop the right attitude towards national values. Adoption of the right attitude overtime will help change the socio-political and economic behaviour of Nigerians both at home and in Diaspora. In line with this theory, various channels of communication such as the mass media, public awareness campaign, National Orientation Agency, various levels of educational institutions, religious organizations, families, NGOs, socio-cultural associations etc, become handy tools for the pursuit of the goal of the rebranding project.

The public service, in addition to upholding a high standard of ethical values, can use these various communication channels to communicate to the citizens the need to uphold the right ideology especially with respect to national values, and since ideology determines behaviours and attitude towards events and phenomenon, progressive ideologies adopted would largely redirect the attitudes and behaviours of the citizens in their relationship with fellow Nigerians and with government, and to adopt patriotic disposition and national consciousness, paving way for respect for national values. Such progressive attitude will play out both locally and internationally, and will be a good starting point towards achieving the goals rebranding.

ROLE OF PUBLIC SERVICE IN REBRANDING NIGERIA

The following are identified as some of the roles which the public service can play in achieving the objectives of rebranding Nigerian project.

Maintain a High Ethical Standard

In a simple sense, ethics refers to what is morally right or wrong or what is accepted by any society as an ideal. Ethics is concerned with values considered imperative in guiding human beings in making decisions within the framework of human relationship. It deals with the rule of the day or code of conduct established to guide the behaviour of groups in an organization or given profession. Thus, like every other profession, public

service has a set of systematic rules and regulations that direct the behaviour of public officers in their public life. The public service being an instrument of social change, the rest of the citizens look up to it as a model of good conduct. It is therefore required that public servants adhere strongly to the ethics of the public service by working according to the rules and regulations provided to guide their official conducts.

If the public servants who are regarded by the ordinary citizens as the representatives of government maintain uprightness in the discharge of their duties, no doubt, the attitude and conducts of the masses would reflect these values exhibited by government officials, and the society would begin to experience the much needed change. Ethics such as those of accountability, transparency, sincerity of purpose, etc would become the guiding principle for public servants. In keeping with the saying that 'charity begins at home', a change that starts at home would gradually go beyond the shores of Nigeria in pursuit of the goal of the rebranding project.

Render Selfless Service

Public servants should render services free of desire for self aggrandizement. Selfless service refers to services rendered without any expectation of reward for performing such task(s). Such service is performed to benefit other persons or the society at large. The principle of selfless service, therefore enjoins public servants to render services to the public without expecting anything in return except their monthly salaries paid by the government as genuinely earned income. Such slangs as 'nothing goes for nothing, or 'chop I chop' should not be associated with any public servant, and should be treated as a taboo by public service. A situation where an unsuspecting citizen is denied adequate attention for not giving a cash incentive to an officer in the public service speaks against the spirit of rebranding.

It was in search of selfless and high quality service that former president Olusegun Obasanjo led civilian administration launched a service compact with Nigerians which was termed SERVICOM. The pact was launched into consideration of the fact that Nigerians have been short changed by the quality of service rendered to them in the past. The reform was introduced to reassure Nigerians of their right to efficient service through timely, fair, honest, effective and transparent services. As part of its principles, the Nigerian government was convinced that Nigeria can realize her full potential if citizens receive prompt and efficient service; and that Nigerians have the right to enjoy social and economic advancement. Being entitled to service means that nothing like financial,

material or other incentives should be given in exchange for services rendered. An enhanced quality of service delivery would go a long way changing the impression and rating of Nigeria and Nigerians both locally and internationally.

Maintain High Sense of Patriotism

The term patriotism originated from Latin- patria which means fatherland. It is a sentiment, a psychological attachment of one nation, love and consciousness for one country. A good sense of patriotism naturally motivates an individual to consider the national interest before thinking of individual or group interest.(cited in Heywood 2001). It is the absence of national consciousness that makes a public servant consider diverting the public fund to personal use.

It is the same reason that Nigerians both at home and in the Diaspora do not consider what image their actions and inactions create about Nigeria. Public service providers, being the representatives of government should kick-start the process of rebranding by changing their attitude towards national values and orientations; and transfer these values to the wider public through efficient service. It is not an overstatement to point out that a good number of public officers cannot recite the Nigerian National Anthem and Pledge, talk the less understanding or interpreting the symbols represented on the Nigerian Coat of Arm. Too many, this could be regarded as an oversight, but such oversight is expensive and should not be the case with public servants.

Strengthen the Institutions of Administrative Law

Wade (1982) noted administrative law as the law relating to the control of governmental powers... All powers are subject to legal limitations... The primary purpose of administrative law is to keep the powers of government within their legal bounds, so as to protect the citizens against their abuse. He therefore refers to administrative law as a body of general principles which govern the exercise of power and duties of public authorities. In the words of Ivo Jennings, Administrative law is the law relating to administration; it determines the organization, powers and duties of public authorities. Schwartz provided a more comprehensive idea of administrative law. He noted that "administrative law may be defined as the branch of the law that controls the administrative operations of government. It sets forth the powers that may be exercised by administrative agencies, lays down the principles governing the exercise of those power, and provides legal remedies to those aggrieved by administrative action (cited in Malemi, 2008) Kim (2017)

added that in considering administrative law, special importance is accorded to such issues as power granted to administrative agencies, the substantive rules made by such agencies, the legal relationship between such agencies and other government bodies and the larger public.

Institutions of administrative law refer to administrative court which is a type of court that specializes in administrative law and adjudication, especially as it concerns the exercise of public powers. The Strengthening administrative court therefore requires engaging judges who are grounded in administrative law. The court should also be left to be independent of any influence so that public officials who go beyond the limits of the law can be brought to book, as a deterrent to others.

Prevalence of the Rule of Law

The rule of law is an essential element of the British constitution. In a simple sense it means that the ordinary law should be everywhere supreme, and every person is subject to the ordinary law courts. It means that every power of government is empowered by law. Dicey provided a classical conception of the rule of law. According to his analysis, the rule of law implies the following:

1.) In the first instance, it means the absolute supremacy or predominance of the regular law as against the influence of arbitrary power, and excludes the existence and application of arbitrariness, of prerogative or even of wide discretionary authority from the government. Thus, the application of the rule of law implies that the executive has no arbitrary powers over an individual, and no power not sanctioned by the parliament or common law should be applied. Therefore, no person shall be subjected to arbitrary deprivation life, liberty, or property, be arrested or detained unless for a clear breach of the law, which must be proved by a duly established court of law. An accused person under the rule of law should be tried in an open court with a free public access, and has the right to be represented and defended by a counsel in all forms of criminal cases, and must be tried by a jury. The judgment made in an open court is subject to appeal. These provisions to a large extent reduce the arbitrariness of the executive.

2.) The second implication of the rule of law is equality of all citizens before the law irrespective of class and status. By this, all classes of citizens are equally subjected to the ordinary law of the land administered by the ordinary law of the land administered by the ordinary court of law. It

further implies that all public officials are equally responsible for every act perpetrated by them. In an event of ultra vires, the public officer involved can be sued for wrong perpetrated on an individual, and are tried in court in an ordinary manner. Elaborating on the idea of equality of all citizens before the law, Dicey noted that "with us every official from the prime minister to constable or a collector of taxes, is under the same responsibility for every act done without legal justification as any other citizen" (Chand Kapur, 2014). Application of the due process of the law would promote respect for the rule of law.

Thus, the principle of rule of law should be adhered to, and allowed to guide the conduct of public officers. This will minimize the use of public office as an avenue for all manner of atrocities without any intervention by the law because of respect for some persons considered to be above the law. This process will be enhanced by allowing the judiciary a level of independence that can allow it to function without undue external influence. This will reduce the level of injustice.

DISCUSSION AND CONCLUSION

The paper argued that the pivotal role played by administrative institutions place them as gateway to a successful rebranding project. However, it is important to note that the traditional pattern of administration (with focus on maintenance of law and order) that characterise the Nigerian public service cannot work the magic. It is quite expedient for Nigeria to adopt the development oriented public administration. Development oriented administration is a new approach to public administration, specifically directed at facilitating development engineering in the newly independent and less developed countries, through concrete policies, planned programmes and projects, including establishing the specific institutional structures meant to properly channel human and material energies along the part of socio economic development, in order to bring about qualitative change in the living conditions of citizens in these countries (cited in Ibodje, 2009).

Such administration should focus on formulation of sound policies and programmes, and putting in place institutional structures to accommodate these programmes such as provision of relevant infrastructure, development of human capital, recruitment of right calibre of persons with focus on national values and goals, proper funding, putting in place strong rules and regulations that would pattern the conduct of public officers along the internationally accepted standard of public life. Public officers are expected to always adhere

to the ethics of their professions and act as role models.

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