New Public Management: an Imperative for Attainment of Sustainable Development Goals in Nigeria

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Abstract

The New Public Management is a relatively new discipline that has gradually gained ground in the emerging 21st century administrative practice more especially in developed countries where administration is considered as a collaborative process. It involves conscious plan of action for implementation that discourage heavy bureaucratization by ensuring that individuals freedom, initiative and innovation of the subordinates are consciously encouraged and subsequently integrated into the management system to attain the organizational goals for cultivation of optimal maximization of organizational objectives. New Public Management is therefore a departure from the past techniques of traditional management in which important decisions were made solely by top management officials and adopted by the subordinates. This paper therefore integrates the concepts; New Public Management, its tenets and roles as a reform initiative that can facilitate the effectiveness attainment of sustainable development goals in Nigeria. With reliance on secondary sources of data and backed by analytical approach, the paper observed that a reformed and well focused public service anchored on the tenets of New Public Management, offers a readymade tool for effective achievement of the SDGs in Nigeria. The paper recommends that structural barriers and other encumbrances to the implementation of high quality civil service reforms should be so tackled on a sustainable basis. Also, it diagnosed appropriate institutional framework that will enrich the tenets of strategic thinking across Nigeria's public service for the attainment of the sustainable development goals.

Keywords: *Management, Public service, Sustainable development, New public management*

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Background to the Study
The increasing complexities and responsibilities of government within most polities of the world, over the years have created, among others, intellectual excitement and attention about the study of governmental processes and structures. Thus, the study of public administration as a field of inquiry has homologically gained increasing attention in order to keep pace with the ever expanding administrative and policy functions of government and their accompanying demands on practical administration and practitioners. This in itself has necessitated the need to understand in both theoretical and practical sense the concept of public administration and new ideas (Akindele, 2002).

Obi (2002) noted that New Public Management (NPM) was a product of the dis-enchantment of young public administration scholars in the United States with the focus on traditional public administration. The emphasis on the dis-enchantment was basically to usher in a paradigm shift in the obnoxious notions and practices in the field of public administration.

Several issues gave rise to the ideology of the New Public Management. Writers such as Fredrickson (2007) in Obi (2012) have identified these issues as owing to the fact that the conventional or classical public administration raises questions such as;
1. How can we offer more or letter services with available resources (efficiency)?
2. How can we maintain our level of service while spending less money (Economy)?

Then, New Public Management adds the third questions: dose these services enhance social equity? Obi (2012) observed that the New Public Management seeks to change those policies and structures that systematically inhibit social equity.

Nevertheless, New public Management as it were was a brain-child of numerous conference and publications prior to its emergence. These conferences were identified by Obi (2012) as follows:
1. The Honey Report on Higher Education for public service, 1967, in the USA.
2. The Philadelphia conference on the theory and practice of public Administration, 1967, in the USA.
3. Publication of Dwight Waldo's Article "Public Administration in a time of Revolution in 1968.
4. The Minnowbrook conference, 1968, in the USA.
5. Publication of toward a New Public Administration: The Minnowbrook perspective, edited by Frank Marini, 1971.
6. Publication of public administration in a time of Turbulence edited by Dwight Waldo, 1971.
7. Public of George Fredrickson book New public administration in 1980.

Okoye (2004), observed that the minnowbrook conference of 1971 gave the ideology of the New Public Administration its strongest back-up due to Frank Marini's publication in a book titled *"Toward a New Public Administration"* in 1971. In the book, New Public Administration were meant to address pertinent issues such as:
 i. Relevance
 ii. Values
 iii. Social equity

iv. Change and

v. Client focus

In the same vein, Obi (2012) noted that's the leaders of the minnow brook conference, Dwight Waldo in the same year (1971), emphasized that the New Public Management aims towards three perspectives. These are:

1. Client-Oriented Bureaucracy

2. Representative Bureaucracy

3. People's participation in Administration.

However, in the light of the fore-going trends in administration and the obvious fact that though administration differs from country to country, but remains the same is the fact they work towards the optimum maximization of the individual country's public output. This paper however, attempts to inwardly study the Nigerians Public Administration and how they align with the current advocacies and dimensions in the New Public Administration ideologies. To underscore this, the paper would examine the nature of New Public Administration and Nigerian public administration as well as evaluate scholars view on NPA with the view to interrogating how applicable its propositions would be, to our domestic administration ecology.

Conceptual Clarifications
Public Administration
Within the disciplinary parameters of social sciences, the concept of public administration like others has not been free from definitional disputations. In fact, the discipline has undergone various metamorphoses in the quest for a definitional unanimity. This has been largely due in part, to the indispensability of the bureaucratic procedures and processes. In spite of these notions, here below are the notions of scholars on what public administration stands for. Piriffer & Presthus (1967), describe public administration as a field mainly concerned with the means of implementing political values.

The above definition was given back up by Wilson's (1887) classical conceptualization of public administration as the most obvious part of government and as the government in action. This also explains why Presthus (1975), argued that public administration deals with the study of the institutional framework of government, its socio-economic and political environment and the bureaucratic machine.

Corson & Harris (1963) opined that public administration is the action part of government, the means by which the purposes and goals of government are realized. Waldo& Gaius (1950) conceived public administration as a science that deals with government and how its work is being done. Tomori (1985) opined that public administration can be described as the apparatus of government, including personnel, equipment and the administration processes designed to assist governmental public policy formation and implementation. Wilson (1887) stresses that the task of public administration is to strengthen the path of government, to make its business less un-business like, to strengthen and purify its organization and to crown its duties with dutifulness .

Summarily, there are lots of definitions in diverse opinions. The obvious facts are that public administration revolves around what the government does. The structures and manner in

which countries carry out her own public service differs from environment to environment. Therefore, a description of the Nigerians public administration becomes pertinent.

New Public Management (NPM)
The advices of scholars in the field of public administration and writers alike on the impact of new public administration in the study and practices of public administration have been diverse. While some see it as positive, others see it as negative Obi & Nwanegbo (2004). Fredrickson in his article *"Toward a New Public Administration"* in Albert et al (2007), acknowledged that

> *"to affix the label "new" to anything is risky business. The risk is doubled when newness is attributed to ideas, thoughts, concepts, paradigms, theories…." Those who claim new thinking tend to regard previous thoughts as old or jejune or both. In response, the authors of the previous thoughts are defensive and argued that "…aside from having packaged earlier thinking in a new vocabulary there is little that is really new in so-called new thinking…".*

The above arguments have really opened up the areas of agreements and disagreements over the old and the new thinking. Herbert Kaufman (1971) in Albert et al (2007), was quick to add that

> *"….the threads of the public administration fabric are well known, that newness is in the way the fabric is woven, not necessarily in the threads that are used…"*

Araro (1984) in Obi et al (2012), has listed the important contributions of New Public Administration thus:
1. Strengthened the policy science perspective.
2. Struck a coup de grace to politics administration dichotomy
3. Intensified the public administration, activism and commitment.
4. Pushed the discipline towards greater relevance
5. Brought the academic field and the profession of public administration closer.
6. Strengthened client-orientation in administration
7. Supported the movement of democratic humanism in public organizations.
8. Produced greater awareness for internal democracy through genuine participation in public systems.

On the other hand, Sapru (2008) in Obikeze et al (2012) believes that a short coming of the New public management is that if parted to develop a coherent intellectual framework that could gather widespread support on the issue of advancing equity, which is a core motive of New public administration. Golembiewski (1977) describes New Public Administration as a revolution or radicalism on words and at best status-quo in skills or technologies, and at best a partial success and perhaps only a cruel reminder of the gap in the field between aspiration and performance. More sarcastically, he considers it a temporary or transitional phenomenon and thought that wisdom to further fade away.

Obi (2012) affirmed that New Public Management since its emergence has raised a genuine questions for values, ethics and social equity in our temporary public administrative system. The question pertinent therefore is how practicable are the notions of these thoughts?

Sustainable Development
This is the organizing principle for meeting human development goals while at the same time sustaining the ability of natural systems to provide the natural resources and ecosystem services upon which the economy and society depend. The desired result is a state of society where living and conditions and resource use continue to meet human needs without undermining the integrity and stability of the natural systems (Sharker, 2015).

While the modern concept of sustainable development is derived mostly from the 1987 Brundtland Report, it is also rooted in earlier ideas about sustainable forest management and twentieth century environmental concerns. As the concept developed, it has shifted to focus more on economic development, social development and environmental protection for future generations. It has been suggested that "the term "sustainability" should be viewed as humanity's target goal of human-ecosystem equilibrium (homeostasis), while "sustainable development" refers to the holistic approach and temporal processes that lead us to the end point of sustainability" (Sharka, 2015).

The concept of sustainable development has been - and still is - subject to criticism. What, exactly, is to be sustained in sustainable development? It has been argued that there is no such thing as a sustainable use of a non-renewable resource, since any positive rate of exploitation will eventually lead to the exhaustion of earth's finite stock. This perspective renders the industrial revolution as a whole unsustainable. It has also been argued that the meaning of the concept has opportunistically been stretched from "conservation management" to "economic development", and that the Brundtland Report promoted nothing but a business as usual strategy for world development, with an ambiguous and insubstantial concept attached as a public relations slogan.

Lynn, Kahle, Eda Gurel-Atay, (2014) noted that, Sustainability can be defined as the practice of maintaining processes of productivity indefinitely - natural or human made - by replacing resources used with resources of equal or greater value without degrading or endangering natural biotic systems. Sustainable development ties together concern for the carrying capacity of natural systems with the social, political, and economic challenges faced by humanity. Sustainability science is the study of the concepts of sustainable development and environmental science. There is an additional focus on the present generations' responsibility to regenerate, maintain and improve planetary resources for use by future generations (Finn, Donovan, 2009).

Attaining the Sustainable Development Goals in Nigeria and New Public Management Philosophy
The Sustainable Development Goals (SDGs) are a collection of 17 global goals set by the United Nations. The broad goals are interrelated though each has its own targets to achieve. The total number of targets is 169. The SDGs cover a broad range of social and economic development issues. These include poverty, hunger, health, education, climate change, gender equality, water, sanitation, energy, environment and social justice. The SDGs are also known as "Transforming our World: the 2030 Agenda for Sustainable Development" or Agenda 2030 in short. The goals were developed to replace the Millennium Development Goals (MDGs) which ended in 2015. Unlike the MDGs, the SDG framework does not distinguish between "developed" and "developing" nations. Instead, the goals apply to all countries.

Paragraph 54 United Nations Resolution A/RES/70/1 of 25 September 2015 contains the goals and targets. The UN-led process involved its 193 Member States and global civil society. The resolution is a broad intergovernmental agreement that acts as the Post-2015 Development Agenda. The SDGs build on the principles agreed upon in Resolution A/RES/66/288, entitled "The Future We Want". This was a non-binding document released as a result of Rio+20 Conference held in 2012.

Ban Ki-moon, the United Nations Secretary-General from 2007 to 2016, has stated that: "We don't have plan B because there is no planet B." This thought has guided the development of the Sustainable Development Goals (SDGs). Negotiations on the Post-2015 Development Agenda began in January 2015 and ended in August 2015. A final document was adopted at the UN Sustainable Development Summit in September 2015 in New York, USA. On 25 September 2015, the 193 countries of the UN General Assembly adopted the 2030 Development Agenda titled "Transforming our world: the 2030 Agenda for Sustainable Development". This agenda has 92 paragraphs. Paragraph 51 outlines the 17 Sustainable Development Goals and the associated 169 targets. UN agencies which are part of the United Nations Development Group decided to support an independent campaign to communicate the new SDGs to a wider audience. This campaign, "Project Everyone," had the support of corporate institutions and other international organizations.

Using the text drafted by diplomats at the UN level, a team of communication specialists developed icons for every goal. They also shortened the title "The 17 Sustainable Development Goals" to "Global Goals," then ran workshops and conferences to communicate the Global Goals to a global audience.

The 17 goals
There are 169 targets for the 17 goals. Each target has 1-3 indicators used to measure progress toward reaching the targets. In total, there are 304 indicators that will measure compliance. The United Nations Development Programme has been tasked to provide easy to understand lists of targets and facts and figures for each of the 17 SDGs. The 17 goals listed below as sub-headings use the 2-4 word phrases that identify each goal. Directly below each goal, in quotation marks, is the exact wording of the goal in one sentence. The paragraphs that follow present some information about a few targets and indicators related to each goal.

Goal 1: No Poverty - "End poverty in all its forms everywhere.
Extreme poverty has been cut by more than half since 1990. Still, more than 1 in 5 people live on less than the target figure of $1.25 per day. That target may not be adequate for human subsistence, however. It may be necessary to raise the poverty line figure to as high as $5 per day.[15] Poverty is more than the lack of income or resources. People live in poverty if they lack basic services such as healthcare and education. They also experience hunger, social discrimination and exclusion from decision making processes (UNDP Report. *Retrieved 28th November 2017).*

Gender inequality plays a large role in perpetuating poverty and its risks. Women face potentially life-threatening risks from early pregnancy and frequent pregnancies. This can result in lost hope for an education and a better income. Poverty affects age groups differently, with the most devastating effects experienced by children. It affects their education, health, nutrition, and security, impacting emotional and spiritual development. Achieving Goal 1 is

hampered by growing inequality, increasingly fragile statehood and the impacts of climate change.

Goal 2: Zero Hunger - End Hunger, achieve Food Security and Improved Nutrition and promote sustainable Agriculture."
Globally, 1 in 9 people are undernourished. The vast majority of those people live in developing countries. Agriculture is the single largest employer in the world, providing livelihoods for 40% of the global population. It is the largest source of income for poor rural households. Women make up about 43% of the agricultural labor force in developing countries, and over 50% in parts of Asia and Africa. However, women own only 20% of the land. Poor nutrition causes nearly half (45%) of deaths in children under five – 3.1 million children each year *(*UNDP Report. Retrieved 28th November 2017).

Goal 2 targets state that by 2030 we should end hunger and end all forms of malnutrition. This would be accomplished by doubling agricultural productivity and incomes of small-scale food producers and ensuring sustainable food production systems and progressively improve land and soil quality. Other targets deal with maintaining genetic diversity of seeds, preventing trade restriction and distortions in world agricultural markets to limit extreme food price volatility.

A report by the International Food Policy Research Institute (IFPRI) of 2013 stated that the emphasis of the SDGs should not be on ending poverty by 2030, but on eliminating hunger and under-nutrition by 2025. The assertion is based on an analysis of experiences in China, Vietnam, Brazil and Thailand. Three pathways to achieve this were identified: 1) agriculture-led; 2) social protection- and nutrition intervention-led; or 3) a combination of both of these approaches.

Goal 3: Good Health and Well-Being - Ensure healthy lives and Promote well-being for all at all Ages
Significant strides have been made in increasing life expectancy and reducing some of the common killers associated with child and maternal mortality. Similarly, progress has been made on increasing access to clean water and sanitation, reducing malaria, tuberculosis, polio and the spread of HIV/AIDS. However, only half of women in developing countries have received the health care they need, and the need for family planning is increasing exponentially as the population grows. While needs are being addressed gradually, more than 225 million women have an unmet need for contraception. A related need is for reducing maternal mortality to less than 70 per 100,000 live births. Goal 3 aims to achieve universal health coverage to include access to essential medicines and vaccines. By 2030, Goal 3 proposes to end preventable death of newborns and children under 5 and end epidemics such as AIDS, tuberculosis, malaria and water-borne diseases, for example (UNDP Report. Retrieved 28th, November 2017).

Attention to health and well-being also includes targets related to the prevention and treatment of substance abuse, deaths and injuries from traffic incidents and from hazardous chemicals and air, water and soil pollution and contamination.

Goal 4: Quality Education - Ensure inclusive and Equitable Quality Education and promote lifelong learning Opportunities for all.
Major progress has been made in access to education, specifically at the primary school level, for both boys and girls. However, access does not always mean quality of education, or completion of primary school. Currently, 103 million youth worldwide still lack basic literacy skills, and more than 60% of those are women. Target 1 of Goal 4 is to ensure that, by 2030, all girls and boys complete free, equitable, and quality primary and secondary education (UNDP Report. Retrieved 28th, November 2017).

Goal 5: Gender Equality - Achieve Gender Equality and Empower all Women and Girls
Providing women and girls with equal access to education, health care, decent work, and representation in political and economic decision-making processes will fuel sustainable economies and benefit societies and humanity at large. A record 143 countries guaranteed equality between men and women in their Constitutions as of 2014. However, another 52 had not taken this step. In many nations, gender discrimination is still woven into the fabric of legal systems and social norms. Even though SDG5 is a stand-alone goal, other SDGs can only be achieved if the needs of women receive the same attention as the needs of men. Issues unique to women include sex trafficking, sexual exploitation, traditional practices against all women and girls in the public and private spheres, such as forced marriage and female genital mutilation (UNDP Report. Retrieved 28th, November 2017).

Achieving gender equality will require enforceable legislation that promotes empowerment of all women and girls and requires secondary education for all girls. The targets call for an end to gender discrimination and empowering women and girls through technology. Some have advocated for "listening to girls". The assertion is that the SDGs can deliver transformative change for girls only if girls are consulted. Their priorities and needs must be taken into account. Girls should be viewed not as beneficiaries of change, but as agents of change. Engaging women and girls in the implementation of the SDGs is crucial.

Goal 6: Clean Water and Sanitation - Ensure availability and Sustainable Management of Water and Sanitation for all
The Sustainable Development Goal Number 6 (SDG) has eight targets and 11 indicators that will be used to monitor progress toward the targets. Most are to be achieved by the year 2030. One is targeted for 2020.

The first three targets relate to drinking water supply and sanitation. Safe drinking water and hygienic toilets protect people from disease and enable societies to be more productive economically. Attending school and work without disruption is critical to successful education and successful employment. Therefore, toilets in schools and work places are specifically mentioned as a target to measure. "Equitable sanitation" is called for and calls for addressing the specific needs of women and girls and those in vulnerable situations, such as the elderly or people with disabilities. Water sources are better preserved if open defecation is ended and sustainable sanitation systems are implemented (UNDP Report. Retrieved 28th, November 2017).

Ending open defecation will require provision of toilets and sanitation for 2.6 billion people as well as behavior change of the users. This will require cooperation between governments, civil society and the private sector. The main indicator for the sanitation target is the "Proportion of

population using safely managed sanitation services, including a hand-washing facility with soap and water". The current statistic in the 2017 baseline estimate by the Joint Monitoring Programme (JMP) is that 4.5 billion people currently do not have safely managed sanitation. The Sustainable Sanitation Alliance (SuSanA) has made it its mission to achieve SDG6. SuSanA's position is that the SDGs are highly interdependent. Therefore, the provision of clean water and sanitation for all is a precursor to achieving many of the other SDGs.

Goal 7: Affordable and Clean Energy - Ensure access to Affordable, Reliable, Sustainable and Modern Energy for all

Targets for 2030 include access to affordable and reliable energy while increasing the share of renewable energy in the global energy mix. This would involve improving energy efficiency and enhancing international cooperation to facilitate more open access to clean energy technology and investment in clean energy infrastructure. Plans call for particular attention to infrastructure support for the least developed countries, small islands and land-locked developing countries (UNDP Report. Retrieved 28th, November 2017).

Goal 8: Decent Work and Economic Growth - Promote Sustained, inclusive and sustainable Economic growth, full and Productive Employment and decent work for all

World Pensions Council (WPC) development economists have argued that the twin considerations of long-term economic growth and infrastructure investment weren't prioritized enough. Being prioritized as number 8 and number 9 respectively was considered a rather "mediocre ranking and defies common sense" Attaining at least 7% gross domestic product (GDP) annually in the least developed countries is the economic target. Achieving higher productivity will require diversity and upgraded technology along with innovation, entrepreneurship and the growth of small- and medium-sized enterprises (SMEs). Some targets are for 2030; others are for 2020. By 2020 the target is to reduce youth unemployment and operationalize a global strategy for youth employment. Implementing the Global Jobs Pact of the International Labour Organization is also mentioned (UNDP Report. Retrieved 28th, November 2017).

By 2030, the target is to establish policies for sustainable tourism that will create jobs. Strengthening domestic financial institutions and increasing Aid for Trade support for developing countries is considered essential to economic growth. The Enhanced Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries is mentioned as a method for achieving sustainable economic growth.

Goal 9: Industry, Innovation and Infrastructure - Build resilient Infrastructure, Promote inclusive and Sustainable Industrialization and foster Innovation

Manufacturing is a major source of employment. In 2016, the least developed countries had less "manufacturing value added per capita". The figure for Europe and North America amounted to $4,621, compared to about $100 in the least developed countries. The manufacturing of high products contributes 80% to total manufacturing output in industrialized economies and barely 10% in the least developed countries. Mobile-cellular signal coverage has improved a great deal. In previously "unconnected" areas of the globe, 85% of people live in covered areas. Planet-wide, 95% of the population is covered (UNDP Report. Retrieved 28th, November 2017).

Goal 10: Reduced Inequalities - Reduce income Inequality within and among Countries

One target is to reduce the cost of exporting goods from least developed countries. "Duty-free treatment" has expanded. As of 2015, 65% of products coming from the least developed countries were duty-free, as compared to 41% in 2005. The target of 3% was established as the cost international migrant workers would pay to send money home (known as remittances). However, post offices and money transfer companies charge 6% of the amount remitted. Worse, commercial banks charge 11%. Prepaid cards and mobile money companies charge 2-4% but those services were not widely available as of 2017 in typical "remittance corridors." (UNDP Report. Retrieved 28th, November 2017).

Goal 11: Sustainable Cities and Communities - Make cities and Human Settlements Inclusive, Safe, Resilient and Sustainable

The target for 2030 is to ensure access to safe and affordable housing. The indicator named to measure progress toward this target is the proportion of urban population living in slums or informal settlements. Between 2000 and 2014, the proportion fell from 39% to 30%. However, the absolute number of people living in slums went from 792 million in 2000 to an estimated 880 million in 2014. Movement from rural to urban areas has accelerated as the population has grown and better housing alternatives are available (UNDP Report. Retrieved 28th, November 2017).

Goal 12: Responsible Consumption and Production - Ensure Sustainable Consumption and Production Patterns

Using eco-friendly production methods and reducing the amount of waste we generate are targets of Goal 12. By 2030, national recycling rates should increase, as measured in tons of material recycled. Further, companies should adopt sustainable practices and publish sustainability reports (UNDP Report. Retrieved 28th, November 2017).

Goal 13: Climate Change - Take urgent action to Combat Climate Change and its Impacts by Regulating Emissions and Promoting Developments in Renewable Energy

The UN discussions and negotiations identified the links between the post-2015 SDG process and the Financing for Development process that concluded in Addis Ababa in July 2015 and the COP 21 Climate Change conference in Paris in December 2015. In May 2015, a report concluded that only a very ambitious climate deal in Paris in 2015 could enable countries to reach the sustainable development goals and targets.[46] The report also states that tackling climate change will only be possible if the SDGs are met. Further, economic development and climate are inextricably linked, particularly around poverty, gender equality, and energy. The UN encourages the public sector to take initiative in this effort to minimize negative impacts on the environment. This renewed emphasis on climate change mitigation was made possible by the partial –Sino-American convergence that developed in 2015-2016, notably at the UN COP21 summit (Paris) and ensuing G20 conference (Hangzhou) (UNDP Report. Retrieved 28th, November 2017).

Goal 14: Life Below Water - Conserve and Sustainably use the Oceans, seas and Marine Resources for Sustainable Development

Oceans cover 71% of the earth's surface. They are essential for making the planet livable. Rainwater, drinking water and climate are all regulated by ocean temperatures and currents. Over 3 billion people depend on marine life for their livelihood. Oceans absorb 30% of all carbon dioxide produced by humans. The oceans contain more than 200 000 identified

species, and there might be thousands of species that are yet to be discovered. Oceans are the world's largest sources of protein. However, there has been a 26% increase in acidification since the industrial revolution. A full 30% of marine habitats have been destroyed and 30% of the world's fish stocks are over-exploited. Marine pollution has reached shocking levels: each minute 15 tons of plastic are released into the oceans. 20% of all coral reefs have been destroyed irreversibly and another 24% are at an immediate risk of collapse. Approximately 1 million sea birds, 100 000 marine mammals and an unknown number of fish are harmed or die annually due to marine pollution caused by humans. It has been found that 95% of fulmars in Norway have plastic parts in their guts. Microplastics are another form of marine pollution.

Reducing ones energy consumption and use of plastics can be done by individuals. Nations can also take action. In Norway, for instance, citizens can work through a web page called fining to be paid for picking up plastic on the beach. Several countries, including Kenya, and various communities around the world have banned the use of plastic bags for retail purchases. Improving the oceans contributes to poverty reduction as it gives low-income families a source of income and healthy food. Keeping beaches and ocean water clean in less developed countries can attract tourism, as stated in Goal 8, and reduce poverty by providing more employment (UNDP Report. Retrieved 28th, November 2017). The targets include preventing and reducing marine pollution and acidification, protecting marine and coastal ecosystems, and regulating fishing. The targets also call for an increase in scientific knowledge of the oceans.

Goal 15: Life on Land - Protect, Restore and Promote Sustainable use of Terrestrial Ecosystems, Sustainably Manage Forests, Combat Decertification, and halt and Reverse Land Degradation and halt Biodiversity loss
This goal articulates targets for preserving biodiversity of forest, desert and mountain eco-systems, as a percentage of total land mass. Achieving a "land degradation-neutral world" can be reached by restoring degraded forests and land lost to drought and flood. Goal 15 calls for more attention to preventing invasion of alien species and more protection of endangered wildlife. The Mountain Green Cover Index monitors progress toward target 15.4, which focuses on preserving mountain ecosystems. The index is named as the indicator for target 15.4. Similarly, the Red Index (Red List Index or RLI) will fill the monitoring function for biodiversity goals by documenting the trajectory of endangered species (UNDP Report. Retrieved 28th, November 2017).

Goal 16: Peace, Justice and Strong Institutions - Promote Peaceful and Inclusive Societies for Sustainable Development, Provide Access to Justice for all and build Effective, Accountable and Inclusive Institutions at all levels
Reducing violent crime, sex trafficking, forced labor and child abuse are clear global goals. The international community values peace and justice and calls for stronger judicial systems that will enforce laws and work toward a more peaceful and just society. By 2017, the UN could report progress on detecting victims of trafficking. More women and girls than men and boys were victimized, yet the share of women and girls has slowly declined. In 2004, 84% of victims were females and by 2014 that number had dropped to 71%. Sexual exploitation numbers have declined but forced labor has increased (UNDP Report. Retrieved 28th, November 2017). \

One target is to see the end to sex trafficking, forced labor and all forms of violence against and torture of children. However, reliance on the indicator of "crimes reported" makes monitoring and achieving this goal challenging.

Goal 17: Partnerships for the Goals - Strengthen the means of Implementation and Revitalize the Global Partnership for Sustainable Development

Increasing international cooperation is seen as vital to achieving each of the 16 previous goals. Goal 17 is included to assure that countries and organizations cooperate instead of compete. Developing multi-stakeholder partnerships to share knowledge, expertise, technology and financial support is seen as critical to overall success of the SDGs. Public-private partnerships that involve civil societies are specifically mentioned (UNDP Report. Retrieved 28th, November 2017).

Nevertheless, the New Public Management presented a radical new philosophy for a tumultuous time. Okoye (1997), acknowledged that undoubtedly, the administrative apparatus inherited at the time of independence by our colonialist remains an "important article" .This observation no doubt leaves us with the reality of the fact that our administration is purely a product of the colonial constructs and thoughts. The question is, are we ready to change with change? Considering the intents of the new thinking, how are we going to imbibe the thoughts of newness into our administrative practices?

The structures of the Nigeria's public administrative system at present is still highly bureaucratic which is against the concerns of the New Public Management vis-a vise the "New thinking' that welcomes neo-classical thoughts and projects "social equity" as a sin-quo-non to the bureaucratic emancipation. To us, bureaucracy is good, its characteristics and principles are marvelous but we say that, the dividends would be better appreciated in a country or system where its optimally observed. With the level of sycophancy and corruption in Nigeria's public administrative system today, pretence has taken over and that is why we should internalize the advocacies of the New Public Administration.

New Public Management thoughts should be made to function in our government agencies, parastatals, Ministries etc. This is because of its emphases on equitable distribution of government services without sentiment which would however make our system more efficient and better the economy in the long-run. Fredrickson (2007) noted that authority hierarchies are the primary means by which the work of persons in publicly administered organizations is coordinated. However, the counterproductive characteristics of hierarchies are well known. New Public Management is best understood as advocating modified hierarchic systems. Several means both in theory and practice are utilized to modify traditional hierarchies hence the old thoughts.

He explained that there are steps to modify these traditional hierarchies and the first of it is the "Project" or "Matrix" technique (PT or MT). The project is by definition; temporal. The project manager and his staff are a team which attempts to utilize the services of regularly established hierarchies in an ongoing organization. For the duration of the project, the manager must get his technical services from the technical hierarchy of the organization, his personal services from the personal agency, his budgeting services from the personnel department and so forth.

Other ways of modification, of traditional hierarchies as enumerated by Frederickson (1971) which we itemized as;
i.   Group-decision-making model
ii.   Link pin function

iii.   Dialectical organization and
iv.   True decentralization

Conclusion

We therefore concluded that the adoption of these tenets would greatly enhance our domestic administrative system.

Recommendations

With reliance on secondary sources of data and backed by analytical approach, the paper observed that a reformed and well focused public service anchored on the tenets of New Public Management, offers a ready made tool for effective public service performance in Nigeria. It is our view that, structural barriers and other encumbrances to the implementation of high quality civil service reforms should be so tackled on a sustainable basis. Also, it diagnosed appropriate institutional framework that will enrich the tenets of strategic thinking across Nigeria's public service.

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