

# Examining the Civil Society Organisations Support as a Requisite for Desirable Administrative Reform Outcomes: Evidence from Nigerian Power Industry

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## Abstract

*Administrative reform has long been recognised as an integral part of public sector management aimed at improving the service delivery capacity of public sector organisation. Reform initiative had been conducted by the successive government from post-independent until this contemporary period. However, these giants' strides made by the government in Nigeria to repositioning the power industry have often been disappointing. That is, no considerable progress achieved; the reform has overtime produced undesirable outcomes. Put simply, there exists a big gap between reform expectation and the actual outcome. Thus, this study investigates the influence of civil society organisation support to reform initiative as requisite for positive outcomes. The paper adopted a survey research method; a cross-section approach and a purposive sampling technique. In all, 463 closed-ended questionnaires were distributed to electricity subscribers and 401 returned. WarpPLS "structural equation model" software tools of analysis suitable for nonlinear data were employed to analyse the data obtained. The study found an absence of synergy between civil society and government which is critical to purposeful and desirable reform outcomes, and when absence the reform is unlikely to be successful. Therefore, the study recommends active participation of civil society organisation as key stakeholders in the reform process to facilitates result-driven administrative reform outcome.*

**Keywords:** Administrative reform, Civil society organisation, Efficiency, Outcome

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## INTRODUCTION

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Administrative reform is not a new phenomenon, it an old activity and a recurring issue. Reform in public sector organization are among subject that has gained intense public interest in the world over (Weber, 1922; cited in Liguori, Steccolini, & Rota, 2018). Perhaps, this is attributable to increased demand for better service provision from the government by the citizens. Historically, administrative reform gained universal recognition in the 1940s and became prominent between the 1960s-1970s (Caiden,1979). Peters and Pierre (2001:7) explanation summarized the justification for administrative reform in any society thus: “to stress the performance of public organizations, and the quality of their outputs, rather than concentrating more on the

management of inputs into the process – money, personnel, etc. These reforms intend to provide citizens with higher quality services, as well as to change the managerial cultures within public organizations". Undoubtedly, the public sector plays a vital role in the provision of public goods effectively and efficiently (Arora & Chong, 2018). Such public goods, services and infrastructural facilities include transportation, electricity, water and other essential services which are the purpose of the existence of government. To actualise this, efficient administrative reform has acknowledged as a valuable tool for society's advancement towards a sound and balanced development in both developing and developed countries (Nasrollah, 2004). Globally, civil society otherwise referred to as the "third sector" in the society play a vital role and has assumed a critical stakeholder in the reform process (Clayton, Oakley, & Taylor, 2000, Kövér, 2021). Over the years, the undertakings of CSO has covered broad spheres of social and economic activities such as good governance, education, electricity, health, election, environment, agriculture other developmental engagements (Cooper, 2018).

In Nigeria, the administrative reform grew from the British colonial administration, and till now it has remained a reoccurring exercise with successive government (Mbah, 2016). Olaopa (2015) noted that reform had become an integral part of the Nigerian public administration. It is disappointing, that Nigeria likewise many developing countries (LDCs) are still grappling and struggling to provide this essential service despite the sectoral reforms, particularly in the power industry. This because reform in the power industry has failed to achieve the desired outcome. For instance, NERC (2016) showed that a total of 47,127 electricity consumers lodged complaints against electricity companies over poor service in 2015. Equally, the 2017 record also indicated the number of complainants increased to 109,048 over interrupted likewise poor supply against power distribution companies in the third quarter of 2017 (NERC, 2018). These reports aptly suggest that one in every five customers was dissatisfied with the quality of supply. According to Igali (2015), the government has committed huge financial resource, that is, the sum of USD 8.8 billion equivalent to #2.7 trillion (at # 305 per USD) in the sector but no commensurate result. This adversely affected nation's growth, because the epileptic supply of electricity service remained a major setback to Nigeria's economy and affected the country's GDP (405.1 billion, 2018) because efficient energy supply is crucial to the development of all other sectors (FGN, 2010).

In terms of service provision, Robinson and White (1997) noted that the government has retained its position as the main provider of social services, and the

CSO's are junior partner's but played a crucial role in advocating for improved service delivery for the people. It, therefore, appears that the contribution of the CSO's seems limited or undervalued. This is because, evidence suggests that the Coalition of Civil Society organisations (CSOs) stated conditions for supporting power reform (privatisation), and subsequently staged a nationwide peaceful protest over poor electricity supply (Okoruwa, 2013). Furthermore, Okoruwa's reported that "civil society groups representing the Nigeria electricity consumers have declared that the Federal government must meet some conditions before the support the ongoing power reform in the country". In the sequel to the above assertions, in this article, we are interested in asking this question: Does civil society organisation (CSO) support facilitates successful government reform (SGR)? Consequently, the main thrust of this article is to determine whether civil society organisation's support enhanced successful reform outcomes. Conversely, the study postulates thus:

H1: civil society organisation (CSO) support facilitates successful government reform (SGR).

## LITERATURE REVIEW

### Administrative reform

Literature has traced the historical epoch of administrative reform date back to the age of 1980s, the era when the wind of change had belatedly blew arising from a demand for holistic alteration in the manner and pattern of conducting public business (Caiden, 1991; Farazmand, 2002; Theo, 2003; Suleyman, 2012). Within the academic parlance, it is difficult to arrive at a unified meaning of administrative reforms because of varying thoughts, perspectives, arising from their adoption in the different political system (Livi, 2015). For instance, Caiden (1991) described administrative reform as "*the artificial inducement of administrative transformation against resistance -has existed over since men conceive better ways of organizing their social activities.*" Caiden's conceptual analysis of administrative reform provided an interesting expression' "removing obstacles and fashioning out better ways of doing things." This expression aptly represents the underline principle of reform in any society. Furthermore, Chimire and Ashraf (2016) believed *that administrative reform "represents the elimination of endemic problems in the present system and establishes a new, improved system."* According to Frarazmand (2002), administrative reform implies modernization and change in society to effect social and economic

transformation. Pollitt and Bouckaert (2011) identified various dimensions to administrative reforms thus: reorganization of public institutions considered strategic to reinvigorate and bolster the national economy. This argument is relevant to this study because it relates to the main thrust of this article. Seidu, (2010: 1) offered justification for administrative reform when he admitted that “*without reform in the sector, good governance and efficient administration can be looked upon as wishful thinking*”. Although, scholars have described administrative reform from a different perspective. Nevertheless, there is consensus amongst scholars on the expected reform outcome, which is to facilitate the efficient delivery of goods and services (Samokhvalov & Strelkov, 2020). It is noteworthy that CSO plays key roles in determining a successful administrative reform; that providing positive support to achieve reform objectives, and when otherwise reform is tantamount to fail. For instance, Igbuzor, (2003) alluded to the fact that the CSO had continually challenge government administrative reform programmes; the philosophical and constitutional basis of privatization. It argued the challenge was based on the premise that privatization is always anti – poor, anti-labour and will always lead to unemployment. Specifically, privatization particularly of public utilities like electricity, road, water etc. often lead to increase in price.

### **Civil Society Organisation(CSO)**

The concept of civil society is broad and have been defined differently by scholars, institutions, and multilateral organisation. For instance, According, Cooper, (2018) the European Union defines CSO as:” *all forms of social action carried out by, individuals or groups who are neither connected to nor managed by, the state*”. In the same manner, the African Development Bank (2012) conceptualised CSO as a “*voluntary expression of the interests and aspirations of citizens organised and united by common interests, goals, values or traditions and mobilised into collective action*”. What could be deduced from these two conceptual clarifications is that CSO is an organised non-state actor with common goals, interest with the primary aim of advocating for improved service delivery. Alongside this thinking, many studies have recognised CSOs as a key player in the business of social and economic development in both developing and developed countries (Clayton et al., 2000; Cooper, 2018). Bernauer Gampfer, Meng, and Su (2016) agreed that government need the support of CSO to mobilise citizen for government to implement ambitious programmes. Bernauer et al., the study found increased CSO support as an impetus to public support for government public policy. Bernauer et al noted further that studies on global

governance suggest that CSO involvement helps to overcome the critical legitimacy gap in areas of public governance. Kankya et al. (2013) aligned with the previous argument that the role of civil societies particularly in the social service sector had gathered momentum and is widely recognised in both developing and developed societies. Kankya et al affirmed that the CSO's struggle for equity, social and economic rights cannot be downplayed. Civil society organizations (CSOs) are regularly called upon to help in designing and implementing key development strategies, especially poverty reduction (AfDB 2011). Essien (2020) agreed that this invitation attest to the fundamental roles of civil society in every society: as participants in the designing of strategies for development, as service providers through community based organizations and national NGOs, and as watchdogs to ensure government fulfil commitments to the populace.

### Conceptual Framework

This article was anchored on the below conceptual framework to explain the central point of this study-Can civil society support facilitate positive administrative reform outcome? Evidence from the power industry. The framework was developed based on Bernauer et al (2016), argument CSO support bridged legitimacy gap and positively influence reform outcome most especially in the social sector. Mlambo, Zubane, and Mlambo (2020) explanation aligned with Bernauer et al argument that CSO plays a vital role on the issue of citizen's mobilization to implementation of government programmes which perhaps ensure sustainability and value for money.

### Conceptual Framework

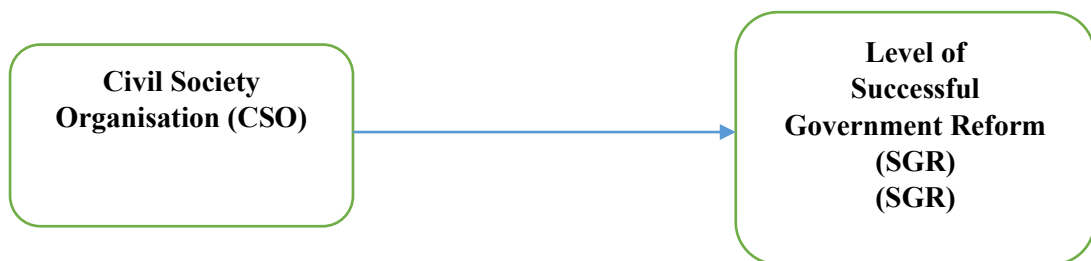


Figure 1: *Adopted Conceptual Framework of the Study*

The description of the adopted generic government sector reform:

$SGR = f(CSO)$

Where:

SGR = Successful Government Reform

f = function

CSO = Civil Society Organisation

## Materials and Methods

The article used survey research and relied heavily on primary source for the collection of data relevant to the issue under study. Conversely, a purposive sampling technique was adopted where respondents were selected from four States namely: Lagos, Kwara, Niger, and Osun, having a total population of 1,589,000. According Krejcie and Morgan (1970) sample size table, the sample size for population between 1,000,000 to 300,000,000 is 384 and the study set the confidence level at 95% and anticipated the margin of error to be zero down to 5%. Although, Krejcie and Morgan recommended 384 which is the minimum class boundary, the researcher increased the sample size from 384 to 463 because of the adopted tools of analysis (WapPLS .0), an increase of 13.6 per cent, to adequately manage the rate of return (response rate/ completion rate). Additionally, the increase was occasioned Memon et al., (2020) argument that appropriate sample size in research is crucial to a valid conclusion in any research activity. Overall, a total of 463 respondents were selected as the sample size using Krejcie and Morgan sample size table. Consequently, a closed-ended questionnaire was designed and administered to selected respondents (stakeholders) where 401 valid responses were received. Data collected from this survey method were coded into SPSS software. Furthermore, to avoid errors, the study employed SPSS software to screen the data and remove outliers that might affect the resulting output. The result of the pilot study; that is, the Cronbach's alpha (CA) for the latent variables were assessed and found satisfactory as the values were  $> .70$ . More so, evidence from the Kolmogorov-Shapiro-Wilks Normality Test indicates that the  $p\text{-value} = 0.000$  which implies  $P < 0.05$ , this result suggests a nonlinear data distribution. Arising from the result of the normality test, a non-parametric, variance-based structural equation model was employed to analyse the data collected, specifically WarpPLS 6.0 software. Adopted software was considered well-suited because of the strength in theory development and prediction-oriented studies (Hair et al., 2017; Ali et al., 2018; Rasoolimanesh & Ali, 2018).

## Results

### *Descriptive Statistic*

The article conducted a descriptive analysis of the two variables (CSO and SR) and corresponding viewpoint on each question-statement. This enables the study to compare responses with each question-statement. In this article, civil society organisation (CSO) was used as an independent variable while Successful government reform (SGR) was used as a dependent variable. The results, analysis and interpretation are as follows:

Table 1: *Civil Society Organisation (n=395)*

Civil Society Organisation (CSO)	Per cent (%)				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>CSO1</b> -Civil society organisations were convinced that restructuring is the best policy option.	14.4	39.0	13.2	24.8	8.6
<b>CSO2</b> -Civil society organisations provided significant input for the reform plan.	11.4	44.6	18.0	21.0	5.1
<b>CSO3</b> -There exists a close interface between the government and civil society organisations.	12.9	44.8	23.0	16.7	2.5
<b>CSO4</b> -The civil society organisations were not provided with the opportunity to vet the privatisation agenda and suggests an alternative approach.	13.2	35.9	19.0	21.8	10.1
<b>CSO5</b> -Civil societies built formidable coalitions to support the reform agenda.	13.7	44.3	21.8	16.2	4.1
<b>CSO6</b> -Civil society organisation's criticisms of the electricity reform process reflect the wishes of the people.	4.8	18.5	15.7	32.7	28.4
<b>The CSO7</b> -The current state of electricity utilities justified Civil society organisations' agitations for the reversal of privatised companies.	6.1	13.9	16.7	29.9	33.4

Source: Field Survey, 2020

Table 1 shows an analysis of the question-statement in **CSO1** which relates to the influence of civil society organisations on reform outcome. Though the government made efforts to convince the citizens to accept privatisation as the best policy option, it appeared that the CSO was not convinced because they had a different perception. The

breakdown of the result indicates 53.4 per cent held divergent views while 33.4 per cent consented. Equally, the evaluation of the statement in **CSO2** suggests that 26.1 per cent confirmed the contribution of interest groups as opposed to 56 per cent who indicated that the groups were not in any way involved in the reform agenda. Undoubtedly, this result indicates that CSOs were completely ignored in the reform process despite the fact the several pieces of literature has recognised them as viable partners in promoting good governance. More so, a breakdown of the result in **CSO3**, Table 1, signifies that 57.7 per cent disagreed as against 19.2 per cent that confirmed the existence of a working relationship. The result simply implied the non-existence of the expected synergy between government and interest groups. Further analysis of the result obtained in **CSO4** suggests that interest groups were prevented from making input into the reform programme, they were side-lined because 49.1 per cent expressed displeasure as opposed to 31.9 per cent that was satisfied. In the same vein, the breakdown of statement in **CSO5**, which sought to measure the level of CSO coalitions support for the reform initiative revealed that 58 per cent were dissatisfied while only 20.3 per cent expressed satisfaction. Moreover, evaluation of the statement in **CSO6** indicates that 61.1 per cent agreed that criticisms that had trailed the reform exercise reflected citizens' opinions, although 23.3 per cent shared dissenting views. Lastly, the analysis question-statement in **CSO7** also support the earlier submission Nonetheless, 20 per cent of the respondents disagreed while 63.3 per cent of the respondents signified that the current state of privatisation was responsible for the agitation for a complete reversal of the entire process.

Table 2: *Successful Government Reform (n=392)*

Successful Government reform (SGR)	Per cent				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>SGR1</b> -There is more investment and capital injection into the power industry by private companies.	22.2	41.9	17.4	14.4	4.0
<b>SGR2</b> -Improved service delivery systems have facilitated economic growth.	21.7	48.7	13.6	13.1	2.8
<b>SGR3</b> -There is improved revenue generation from power industry reform to the successor companies and government.	15.4	38.9	19.4	18.2	8.1
<b>SGR4</b> -There is no improvement in the living conditions of the entire populace.	36.9	36.6	10.9	10.4	5.3
<b>SGR5</b> -Electricity sector reform has created expected fair competition amongst electricity producers.	10.4	51.8	19.7	15.4	2.8



SGR6-There is a relative reduction in the source of electricity through generator sets.	29.5	38.6	12.4	15.4	4.0
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Source: Field Survey, 2020

Table 2 show descriptive analysis of result obtained from question-statement posed on a “*dependent variable* “(SGR). Evidence from the result on the measurement items indicates clearly that the reform has failed to achieve the desired objectives. For example, the evaluation of question on **SGR1** indicates that 64.1 per cent considered the reform as a failure because it has not attracted more capital injection, whilst 18.4 per cent consented to reform success. Also, the result indicates that the outcomes have deviated from the reform objectives. Further estimation of a question- statement in **SGR2** also indicates that 70.4 per cent of respondents confirmed that the reform has failed to facilitate expected improved service delivery, whilst 15.9 per cent held contrary views. Furthermore, evaluation of the statement on **SGR3** which relates to improving revenue generation from the power industry reform to the successor companies and government indicates that 54.3 per cent expressed deep disappointment about the failure of the reform in this direction, whilst 26.3 per cent of the respondents acknowledged improvements. In the same manner, the breakdown of statement in **SGR4**, which sought to determine the living conditions of citizens, indicates that 73.5 per cent of the respondents affirmed that no substantial improvement recorded, whilst only 15.7 per cent recognised the positive effect on the reform. The result also indicates a dissenting viewpoint, which relates to an earlier outcome. Also, evaluation of question-statement on reform objective in **SGR5**, which relates to fair competition amongst electricity producers. The result indicates that the reform has failed to create the expected. This is because 62.2 per cent of the respondents disagreed, whilst 18.2 per cent agreed. Analysis of the result suggests that the majority were not satisfied with the outcome of the reform. Lastly, the result of **SGR6** in Table 1 shows that 68.1 per cent of the respondents agreed as against 19.4 per cent who disagreed.

### *Measurement Model (Outer Model)*

The study evaluated the outer model to determine the reliability and validity of the indicators of latent variables in the model. This is because Latan and Ghazali (2016) suggested that measurement of validity and reliability of "outer model" through reflective constructs must include (i) Multi-collinearity (ii) internal consistency: **Cronbach’s alpha (CA)** and **composite reliability (CR)**; and (iii) assessment of

validity: **convergent** and **discriminant**. Table 1 show values obtained from data analysed to indicate incidences of multi-collinearity (if any) in the model.

Table 3: *Full Collinearity VIFs*

Full Collinearity VIFs	
CSO	1.414
SGR	1.107

Source: Primary Data Processed using WarpPLS 6.0 Software, 2020

In PLS analysis, Kock (2018) recommended an acceptable threshold of  $\geq 3.3$  most especially when model variables are measured through one or more indicators. As shown in Table 3, the values derived from CSO, and SGR variable estimation were lower than the recommended threshold. Therefore, the results for CSO and SR construct are satisfactory because it aptly suggests an absence of a multi-collinearity problem. Moreover, the article further evaluated the internal consistency variables through two measurements: (i) Cronbach alpha, and (ii) composite reliability coefficients. Table 2 and Table 3 show the values obtained from each of the measurement items:

Table 4: *Cronbach Alpha (CA)*

Cronbach alpha (CA)	
CSO	0.824
SGR	0.722

Source: Primary Data Processed using WarpPLS 6.0 Software, 2020

Tavakol and Dennick (2011) categorised result of Cronbach alpha coefficients thus:  $\alpha \geq 0.9$  = excellent;  $0.9 > \alpha \geq 0.8$  = good;  $0.8 > \alpha \geq 0.7$  is acceptable, while;  $0.7 > \alpha \geq 0.6$  questionable;  $0.6 > \alpha \geq 0.5$  poor and lastly  $0.5 > \alpha$  is considered unacceptable. The breakdown of result in Table 2 indicates SGR 0.722, and CSO 0.707 values for the variables. This result aptly suggests that CA for the constructs are acceptable and found to be satisfactory. Certainly, the accuracy of Cronbach alpha (CA) as a measure of internal consistency has been questioned because of noticeable shortcomings, and issues concerning computation and interpretation (Shevlin, *et al.*, 2000; Raykov, 2001; Henson, 2001; Streiner, 2003; Hayashi & Kamata, 2005; Liu, & Zumbo, 2007). To reinforce the result of CA, a composite reliability test was conducted and the coefficient obtained is shown in Table 5.

Table 5: *Composite Reliability (CR)*

<b>Composite Reliability (CR)</b>	
CSO	0.615
SGR	0.812

Source: Primary Data Processed using WarpPLS 6.0 Software, 2020

The result obtained also aligned with that of CA because the values obtained on the variables as shown in Table 5 indicate CS0 0.615; SR 0.812 which is higher than the threshold value of (0.6). Therefore, the internal consistency for this study is acceptable and satisfactory. Apart from multi-collinearity and internal consistency, assessment of validity is vital and usually twofold: Convergent and Discriminant Validity. To determining convergent validity, the common method is to check the estimated average variance extracted (AVE) against composite reliability (CR) for each loading of measurement items.

Table 6: *Convergent Validity*

<b>Convergent Validity</b>		
<b>Measurement Items</b>	<b>CR</b>	<b>AVE</b>
CSO	0.615	0.416
SGR	0.812	0.424

Source: Primary Data Processed using WarpPLS 6.0 Software, 2020

Conservatively, for convergent validity outcomes to be satisfactory the value for should be  $\geq 0.5$ . But, Fornell and Larcker (1981) reported in Safiih and Azreen (2016) contended that when the value of composite reliability is more than 0.6 and the AVE is less than 5, then the convergent validity for that variable(s) is considered acceptable and satisfactory. In furtherance to this argument, the value of composite reliability (CR) shown in Table 4 is acceptable, this is because the CR value of variables is more than 0.6. Furthermore, Table 5 shows the result of the discriminant validity tests.

Table 7: *Discriminant Validity*

	CSO	SGR		
CSO	0.342	0.509		
SGR	0.171	0.289	0.232	0.12
				<b>0.651</b>

Source: Primary Data Processed using WarpPLS 6.0 Software, 2020

Muhamadali, (2013) asserts that to determine discriminant validity, the conventional method is that the **bolded** value for each construct in the result (Table 7) must be greater than the value in the diagonal and off-diagonal in the rows and columns. The result as presented indicates that the discriminant validity of the model is acceptable and satisfactory.

### *Evaluation of Structural Model*

Having satisfied with the result of the measurement model assessment, the study further assessed the structural model. This process involves determining the fitness of the model. According to Kock (2017), a model fit and quality of indices is usually conducted to determine when a model is a better fit more than the other using new data or testing hypotheses. The general result from model estimation is summarized in Table 8.

Table 8: *Showing Model Fitness*

Description	Threshold	Estimated Value	P-Value	Remark
APC	≤ 0.05	0.108	0.007	Significant
ARS	≤ 0.05	0.114	0.005	Significant
AARS	≤ 0.05	0.103	0.009	Significant
AVIF	≤ 5	1.442	-	Satisfactory
AFVIF	≤ 5	1.471	-	Satisfactory

Source: Primary Data Processed with WarpPLS 6.0 software, 2020

The result obtained from the estimation of model fitness as shown in Table 8, suggests a good fit because the *p*-value of major indicators of fitness or robustness of the model: APC, ARS, and AARS was found below the recommended threshold. The values obtained from the estimation were found below the recommended benchmark of ≤0.05, which Kock (2011) considered an acceptable value. Precisely, the estimated average path coefficient (APC) value stood 0.007, the value for adjusted R-squared (ARS) is 0.005 while the value for average adjusted R-squared (AARS) stood at 0.009. Notably, all the values obtained from these three main indicators of model fitness were found below the recommended threshold. Equally, the study further analysed the data to ascertain multi-collinearity (if any). The result of multi-collinearity estimation: AVIF, AFVIF indicates 1.442 and 1.471 respectively. Kock (2018) recommended a moderate threshold of 3.3, therefore, the result was acceptable because of the values below the

threshold. Impliedly, there is no multicollinearity problems across indicators and exogenous variables. Additionally, the “goodness of fit (GoF) ” was estimated and the result indicates 0.192, although small according to Wetzel's et al. (2009) ranking but satisfied acceptable benchmark (Kock & Lynn, 2012; Kock, 2015). To support this claim, Wetzel's et al. (2009) categorized the thresholds for GoF thus: small if equal to or greater than 0.1, medium if equal to or greater than 0.25, and large if equal to or greater than 0.36.

Table 9: *Structural Model Outcome*

Measurement Items	Hypotheses	Beta, $\beta$	Result
Civil Society Org. Support (CSO)	<i>H<sub>a</sub></i> : CSO to SGR	0.12	Supported

Source: Survey Data Processed with WarpPLS 6.0 Software, 2020

The hypothesis stated in the article was tested and the result is shown in Table 9. Analysis of hypothesis testing shows a positive relationship between CSO to SGR ( $\beta=.012$ ;  $p > .05$ ). this implies that the relationship has been statistically supported and confirmed. The result also buttresses and confirmed the arguments of the following scholars: Kankya et al. (2013); Bernauer et al., (2016); Mlambo et al., (2020) that support Civil society organisation remain a key determinant of successful government programmes including reforms. Therefore, based on empirical evidence supported by a theoretical argument, this article accepts the stated hypothesis.

## DISCUSSION AND CONCLUSION

Literature has restated the crucial role of civil society organisation (CSO) to facilitate a successful government reform initiative. Various scholars such as Sangita (2002); Meyer-Sahling and Jan-Hinrik, (2006) have argued that reform programme often produces intended outcome because of lack of support and synergy amongst key stakeholders. Data collected, analysed and interpreted has confirmed that civil society organisation’s engagement in the reform programme is strategic to purposeful and result-oriented reform initiatives. As evidence in the article, the hypothesised relationship was established. Because, the path relationship between CSO to SGR ( $\beta=.012$ ;  $p > .05$ ), that is, the relevance of civil society organisation to successful reform programme was empirically confirmed and statistically proven. From the shreds of evidence analysed, it became clear that strong support of civil society organisations

significantly influences positive reform outcomes. Therefore, it appears that the contributions of key stakeholders are capable of improving the successes of government reform initiatives. This aptly indicates that the Civil society organisation is a strategic partner and a major player in promoting an efficient public service delivery system. This is because the CSO's has continued to serve as an advocate against anti-poor policies, remained internal correctional mechanism against wasteful use of public resource by advocating for prioritisation of public needs (Abdullahi & Gana, 2017). Moreover, for CSO's to play effective role in nations' growth, sustained development and promotion of good governance; the organisation must to be reorganised to foster grassroots mobilisation to support government political, social and economic activities. This study has affirmed the critical roles of CSO's in every reform agenda and at the same time serve as guide to policy makers, practitioners against future reform programmes.

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