

Appraisal of e-Governance as a Mechanism for Promoting Efficiency in the Kwara State Public Service

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Abstract

Despite the undoubted opportunities inherent in the adoption of e-governance initiatives in the world over, many government agencies are still reluctant in keying to this contemporary drive. This paper unravels (underscore) the significant impact of E-governance: (Information Communication Technologies ICT driven governance) on service delivery in the Kwara State Public Service. Both primary and secondary data were employed; secondary data were used to augment the primary data. The study adopted cluster sampling technique to select two ministries (two departments in each ministry) as a cluster. In all, forty questionnaires were returned out of fourth sixty questionnaires administered. The study affirms the contribution of ICT towards improving efficiency and effectiveness in government functioning, and the responsiveness of government to citizen's demand. The E-governance initiative has engendered transparency and accountability in the conduct of government business, as a result of improved interface between government and citizens via the internet. This paper therefore recommends that E-governance initiatives should be embraced by all publicly-owned institutions and agency because of its capacity to reduce the cost of governance, facilitate efficiency, effectiveness and timely delivery of services.

Keywords: *E-governance, Efficiency, Effectiveness, Public Service, Service Delivery.*

INTRODUCTION

Over the years, efforts to promote efficiency, transparency and effectiveness of the state in terms of timely delivery of quality service have remained one of the major challenges of every government in this contemporary world. The expansion of government responsibilities has informed the consideration of e-governance as an instrument/ mechanism that could facilitate efficiency in governance in the modern state. Aran (2008) noted that governments in the developing world are under pressure to review and update their process. Internationally, donors and governments in the developed world are urging governments of developing countries to increase transparency, support decentralization, decrease corruption and participate in global digital information sharing. Nationally, as a condition for supporting government public-private partnership (PPP) initiative, the private sector demands more openness and willingness to participate in transparent relationships, and the citizens expect their governments to provide better, faster services and to extend their information and service delivery to rural areas. As a result of these pressures, governments in the developing world are challenged to change more than before (United Nations, 2003).

According to the Oxford Advanced Dictionary (2006), governance means “the act or manner of governing, of exercising control or authority over the actions of subjects; a system of regulations”. In essence, therefore, governance may be taken as denoting how people are ruled, and how the affairs of a state are administered and regulated. The World Bank’s report (1989) cited in Africa Development Banks report (1999) defines governance as “the exercise of political power to manage a nation’s affairs. Traditionally, the interaction between citizens and government agency always takes place in the government offices. But, in response to the growing demand of citizens for better service delivery, governments all over the world have therefore embraced the system of electronic governance. E-governance is an abbreviation for Electronic governance.

Sharma *et al.* (2012) e-governance is the application of information and communication technologies (ICTs) to the processes of government functioning to accomplish simple, accountable, speedy, responsive and transparent governance. The Wikipedia defines e-governance as the application of information and communication technology (ICT) for delivering services, exchange of information, communication, transactions, integration various stand-one systems and services between governmentto citizens (G2C), government-to-business (G2B), government-to-government (G2G) as well as back office processes and interactions within the entire government framework. In a nut shell, the essences of e-governance are: to make it easy for citizens to obtain service, to have easy interaction with government at different levels, improve efficiency and effectiveness in government functioning, and to improve responsiveness of the government to citizens. Sharma *et al.* (2012) further observed that, the aspect of public administration which are affected by E-governance are delivery of service, decision-making, knowledge management, communication, human resources, financial management and regulations. Analyzing Usenet group and chatrooms, Hull & Hughes (1998) in Jeans, (2010) discovered that opinion forms the most substantial part of online exchanges in the state that were commonly considered repressive. Many governments have realized these powerful facets of ICTs and therefore attempt to make the identity of internet users traceable. The policies of Burma, China, Cuba, Egypt, Iran, North Korea, Saudi Arabia, Syria, Tunisia and Vietnam make the most repressive state for internet use in the world today.

STATEMENT OF THE PROBLEM

In spite of the convincing benefits inherent in the adoption of e-governance as a system that guarantees efficiency and transparency in the management of nation state affairs, most agencies of government in Nigeria have failed to fully explore this prospect. The business of governance has continued to be conducted within the context of traditional public administration which lays credence to rigid bureaucracy believing that interactions between citizens and government agency must always take place in the government offices. The former President of Nigeria, Olusegun Obasanjo (2003) asserts that:

Nigerians have too long been feeling short-changed by the quality of Public service. Our public offices have too long been showcases for combine evils of inefficiency and corruption, whilst being impediments for effective implementation of government policies. Nigerians deserves better. And, we ensure they get what is better.

It is noteworthy that, the continued adherence to traditional public administrative system has remained a hindrance to Nigerian's development agenda most especially in this ever dynamic world. Mohd Noor and Ambali (2014) underscore the benefit of information and communication technology and emphasized that ICT has the potential to alleviate poverty, promote economic and social development and improve the quality of life of rural communities. Overview of existing literature on Nigerian Public administration system reveals that effort to examine the significance of the impact of ICT on efficient public service delivery has received less attention, despite the pivotal role played by ICT in the public administration of the developed economies. The public authorities' continuous reliance on traditional administrative system encourages hiding of information from the public, confined administrative style, disappointing governmental attitude towards citizen's demands, lack of transparency, accountability, and accounts for corruptive nature of our public bureaucracy which has consequently been manifested in poor and abysmal service delivery. This ugly trend in no small measure breeds inefficiency and therefore hampers Nigeria's developmental agenda.

RESEARCH QUESTIONS

The paper aims to answer the following questions:

- i) To what extent E-governance enhance timely service delivery of public goods?
- ii) How does E-governance initiative promote efficient service delivery?
- iii) Has E-governance initiative facilitated transparency and accountability in the conduct of governmental affairs?
- iv) How has E-governance promoted good interaction between the government and citizen?

RESEARCH HYPOTHESIS

This study proposed the hypotheses below which will be tested by primary data and either or accepted or rejected. The hypothesis has been formulated in null form. That:

- i) The Adoption of E-governance in Nigeria has not enhanced efficient and effective Service delivery.
- ii) The Introduction of E-governance has failed to enhance transparency and accountability in governance

OBJECTIVES OF THE STUDY

The main thrust of this research entails a vivid examination of the landmark significance of e-governance in the drive to provide efficient and effective service in the public service. The specific objective includes:

- i) To underscore the significant impact of E-governance Initiative on Service delivery.
- ii) To understand how the adoption of E-governance has engendered transparency and accountability in the management of public resources.
- iii) To recommend ways in which this initiative could facilitate timely delivery of services.

METHODOLOGY

This research employed both quantitative and qualitative research techniques to collect and analysis data to ascertain the significant impact of adoption of e-governance initiative towards entrenching efficiency in state civil service.

Methods of Data Collection: The data were sourced from primary data through the aid of structured questionnaires, which was the major source of data for the study and was augmented by secondary data collected from books, journals, and other sources.

Sampling Procedure: The Cluster sampling method was adopted on two ministries, First, Ministry of Information and Ministry of finance , with a total of forty six staff selected as respondents. Questionnaires were administered mainly to officials in the administrative and planning, Research and Statistics departments in the two ministries to elicit information from them. These officers in these departments were chosen because they were presumed to have adequate knowledge about the subject matter of this study. Other officers' aside those in the two departments, whose knowledge and experience were germane to this study, were allowed to comment and their input was also considered accordingly.

Method of Data Analysis: Primary data collected were collated and analyzed with the use of Statistical Package for Social sciences (SPSS), which enabled the researcher to generate some findings and draw conclusions.

LITERATURE REVIEW

e-Governance

Moon (2002) defines E-governance as the use of information technologies (such as internet, the World Wide Web, and mobile computing) by government agencies that can transform their relationship with citizens, businesses, different areas of government, and other governments. Basu (2004) cited in Fatile (2012) states that "E-governance refers to the use by government agencies of information technologies that have the ability to transform relations with citizens, businesses and other arm of government". He further asserts that E-governance entails the use of emerging information and communication technologies to facilitate the process of government, public administration and hence efficient service delivery. Chatfield (2009) points out that E-governance refers to the use of information and communication technologies, particularly the internet, to deliver government information and services. Norris (2010) lends support to this by emphasizing that E-governance entails provision of governmental information and services electronically 24 hours per day, seven days per week. It must however be noted that the concept of e-governance has moved from utilization of ICT beyond computerization of administrative task to access to information for citizens.

Sulaiman *et al.* (2010) also lay credence to this when they reported laudable success stories of e-Government in some countries as cited by the National Information Technology Development Agency (NITDA) which include Singapore's e-citizen portal where the citizens are able to access about 1,600 services provided online by their Government; -China's Golden Customs Programme connecting foreign trade companies, banks, customs and tax

authorities. It speeds up customs clearance and collection of taxes and duties; Mississippi USA's pay roll information records online; and Philippine's Bureau of internal Revenue for electronic payment of taxes, bills, and so on. Heeks (2001) cited in Aran, (2008); identifies three main domains of e-governance, based on taxonomies proposed by Ntiro thus: e-administration: improving government process, e-services: connecting individual citizens with their government e-society: building interactions with and within the civil society. e-governance (e-administration) methods includes: e-payment Salary Integrated payroll system, e-registration - application for admission, application for land FCT, contract (under procurement policy), e-application Online- application for jobs by most government agency registration- online company registration (corporate Affairs commission Abuja). Other service includes: emailing system, Facebook , twitter, Skype , mobile phone, fax machine etc.

Public Service

Nwokocha and Uremadu (2012) conceptualize public service to mean any service or employment from scheduled public institutions, funded by government and approved for the purposes of pension. Employees of the public service have to conform to bodies of rules and regulations for it to be able to achieve its corporate objectives and for service to be effectively and efficiently delivered. Lucienne, and Lutske (2008), while acknowledging the enviable role of e-governance on efficient civil service maintained that e-governance initiative requires an institutional context within which it can flourish. Other key components of an enabling context include public sector reforms to improve service delivery, good governance and applying information communication technology for development. Public sector reforms were a major theme in the nineteenth century literature on managing public institutions, from the reinventing government concept in the United States to the conceptualization of public service in Malaysia.

As part of the effort to reposition the public service for effective performance, the Federal Government of Nigeria's reform's programme followed the global trend in governance, hence adopted new initiative (e-governance). To further lend credence to this position, the concept of e-governance was drawn from studies and interpretations of the multiple changes taking place in public service around the world during the early period of globalization through technology. Information communication technology including telephony, computing and broadcasting can contribute to sustainable human development. It is important to note that, information communication technology has remained a powerful if not an indispensable tool for the massive scaling up and inter-linkage of development interventions and outcome in the 21st century.

National Information Technology Development Agency (NITDA) and e-Governance Drive in Nigeria

e-Government is a public-private-partnership initiative of the National Information Technology Development Agency (NITDA) in Nigeria. Muhammed (2010) reported that, the components of e-government have already commenced in Nigeria. The Nigerian Customs Assycuda Programme, the computerization of Resident Permit by the Nigerian Immigration Service, computerization of land and Certificate of Occupancy in the Federal Capital Territory Administration (FCTA) are good examples. The payrolls of some organizations are

also being computerized (e-Payment). Online checking of results of examinations conducted by the West African Examinations Council (WAEC), National Examinations Council (NECO) and Joint Admissions and Matriculation Board (JAMB) as well as National Youth Service Corps (NYSC) postings are part of real time and cost effective services which are part of e-government. There is therefore the need to consolidate and spread the initiatives to other services that have not been incorporated as well as to the rural areas in Nigeria.

According to (NITDA) e-Government helps in the transformation of the process and work flow management in order to establish long term organizational strategies of continuous improved internal operation for timely achievement of citizens' needs and services. Specifically e-government will facilitate cross collaboration and co-ordination amongst government organs at different levels and ensure easier, faster and appropriate decision making process. NITDA maintains that e-government reduces waste, saves time and encourages simple, accountable, responsive and transparent conduct in the delivery of government services. e-governance will adequately position Nigeria in the global economy where it now plays a key role (Suleiman, *et al*, 2010). Abdullah (2008) whilst commenting on the benefit of e-Governance submitted that the use of ICT tools in governance can be illustrated through the following examples:

- **Informing the citizen:**
Making information widely available to citizens with the aim of increased transparency and accountability, providing information about the political process, about services and choices available. For example: **Government Procurement System in Mexico**. The system allows the public to see what services and products the government is spending its resources on, and what companies are providing them with these services. There are more than 6000 public sector tenders logged daily, and more than 20 000 service-providing firms are regular users.
- **Improved service delivery:**
By giving the citizens a greater choice, faster delivery and improved efficiency of services. For example: **e-Seva center in Andhra Pradesh State of India**. The goal of e-Seva is to simplify the delivery of city services by providing a wide spectrum of citizen friendly services that will save citizens the bother of running around various departments.
- **Increasing citizen participation:**
Improving accessibility of citizens to their elected members, creating a vision for partnership in the decision making process. For example: **Democracy Project in North Jutland, Denmark**. The task of the Democracy Project was to create an electronic forum for e-democratic dialogue among citizens and politicians, with a particular aim towards November 20, 2001: County Council Election Day.

e-government Framework with Examples

Government type	Examples
Government to government	Information flow, bilateral communication, financial transactions
Government to government employees	Pay taxes online, employees benefit statement, pay dates, holiday information
Government to individual-political	Election dates, receive election forms, receive election funds, registration and online voting
Government to business-public	Online regulation pat taxes online, receive program funds, regulatory information, submitting comments online
Government to business-marketplace	Request clarification, request for proposals, online payments, marketplace for venders

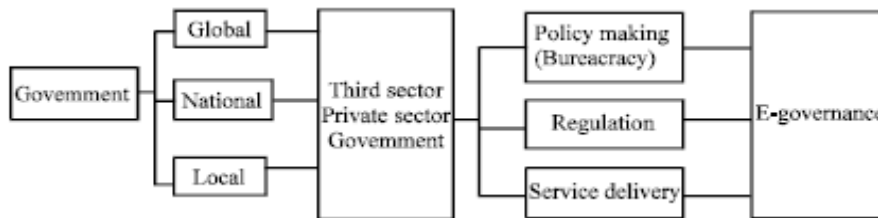
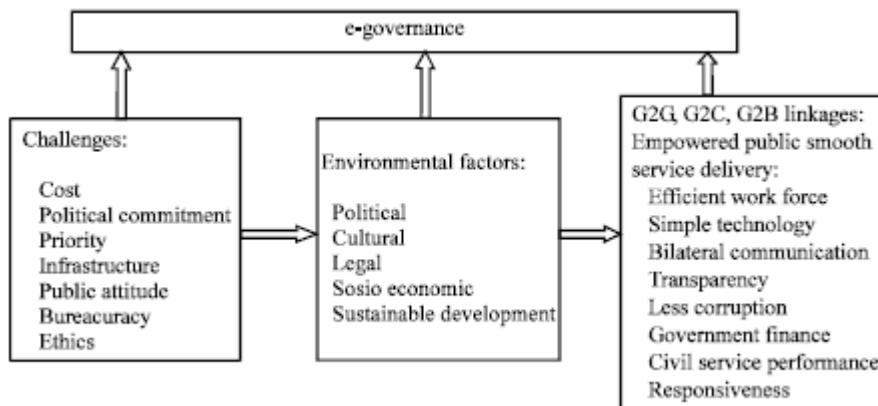


Figure 1
Conceptual framework of e-government



Adapted from (AFDB, 2005).

Goals of e-Governance

- i) Creation of better business environment for local and foreign investors as technology is a catalyst for increasing productivity and economic growth.
- ii) Quick response and effective delivery of public services to citizens without bottlenecks.
- iii) Strengthening good governance with broad based public participation.
- iv) Improved quality of life for the entire citizenry.
- v) Improved productivity and efficiency of government agencies.
- vi) Job and wealth creation as well as poverty eradication.

FINDINGS

In order to test the proposition developed in this study, data were collected, collated, tabulated and analyzed with the use of SPSS software from where it was found that:

- i) The adoption and usage of ICT devices by some public institutions have immensely improved service delivery in the state public service.
- ii) The adoption of E-governance initiative has engendered transparency and accountability in the conduct of governmental affairs through citizen's consistent pressure on government for explanation with the use of social media network.
- iii) Since the adoption of e-governance initiatives, there has been a significant improvement in interface between the government and citizens, thereby promoting participatory governance.
- iv) In the post-adoption period, citizen's are inundated with information on various decisions of government as they affect their lives.

DISCUSSION

Bio-data of Respondent

This study takes cognizance of the basic demographic characteristic of the respondents presumed to have knowledge about the subject matter under study. Therefore, results obtained on working experience and educational background of selected respondents shows that majority 52.5% had spent more than 16 years and above in the state public service while 47.5% had between 0-15years (*see Appendix, Table 1*). Furthermore, the educational background of respondents revealed that 80% possessed post-secondary school education certificate, and only 20% are secondary school certificate holders (*See Appendix, Table 2*).

Description of Levels of Computer Education, and Usage of ICT devices:

Information on computer literacy, and usage of ICT devices revealed that majority of respondents 90% are proficient in the use of computer, internet services, other ICT devices and 70% have been proficient in ICT for 6 years -above in the selected organizations (*See Appendix, Tables 3 & 4*). The frequency of ICT usage shows that majority 67.5% of respondents most often use ICT devices. The result revealed the extent to which public officials in the public sector have embraced ICT in the conduct of government business. Analysis of responses indicates a significant improvement in the rate at which public officials make use of modern technology to process and disseminate public information (*See Appendix, Tables 3, 4 & 5*).

Analysis of Communication network, Availability of World Wide Web and Measurement of Significant Benefit of Adoption of ICT in Administration

Results obtained on measurement of respondents' views on most commonly used methods of issuing directives and internal communication shows a clear deviation from the traditional methods, that is, 40%, & 20% choose electronic mailing system and mobile phone respectively. This implies that majority of the respondents have fully embraced modern methods of communication (ICT initiatives) in the conduct of government businesses

(See Appendix Table 6). Moreover, analysis of data indicates that 72.5% of respondents acknowledged the availability of functional websites in their respective organizations. Measurement of respondents' opinion on the significant benefit of ICT to organizational efficiency shows that 80% consented to immense contributions of information communication technologies towards improved service provision, but only 20% of respondents sampled held a dissenting view (See Appendix, Table 8).

Analysis and Determination of Frequency in Communication between the Government and the Citizens in Pre & e-governance Adoption

Data collected and analyzed in pre E-governance period revealed that 77% of respondents sampled agreed that communication between citizens were not encouraging (low & very low). However, a review of post e-governance adoption period indicated a significant improvement in frequency of communication between the government and the citizens (See AppendixTable 9 & 10). Data collected and analyzed from a field survey shows upward movement with 26.7% between the pre-adoption and post adoption of ICT in the selected organizations within the State public service.

Analysis of Government's Response to Citizens' Demand for Improved Service Provision: pre- and posted e-governance adoption

Result obtained on rate of government response to citizens' agitation for improved service provisions revealed that out of the whole population sampled, 85% agreed that before the introduction of ICT in their respective organizations, response to citizens' inquiries on governance was low and very low. This implies that the citizens had for long been left out, that is, they were not fully carried along in the business of governance, which was detrimental to the modern initiative of inclusive governance (See Appendix, Table 11). Results from aftermath of ICT adoption in the state public service as shown in the table above indicates a change of attitude on the part of government towards citizens' demand because 75% of the respondents agreed that usage of ICT devices has enhanced communication between government and citizens. This has therefore facilitated swift government response to citizens' demands in an unprecedented manner (See Appendix, Table 12). The trends noticeable in the post-ICT adoption period negate what was obtainable in the pre-ICT adoption era.

Measurement of perception on Access to public Information and Response to Inquiries from the public

Views expressed by respondents on rate at which citizens could access information from publicly owned organizations before the advent of ICT, 85% consented to low and very low, with a cumulative of 52%. The analysis therefore, unveils the confined nature of public institutions which is against the principle of transparency; one of the basic tenets of good governance (See Appendix, Table 13). In the same vein, opinion of respondents on rate of government response to public inquiries indicates that 85% expressed a dissenting view. The result shows a disappointing position of the general public on governments' attitude to inquiries from citizens (See Appendix, table 15). Results of the post-ICT adoption indicates

that 95% agreed that ICT initiative provided a viable platform for accessibility to public information compared with when citizens would have to visit offices physical as to make enquiry and access public information (*See Appendix, table 14*). This clearly pinpoints to the receptive nature of the contemporary public bureaucracy and perhaps after, a continuous enlightenment and training on use of ICT; its benefits to the modern world administrative system. This noble initiative according to the survey indicates a more frequent flow of information between the government and citizens (G2C). The analysis has shown that public administrators have graciously embraced ICT in the conduct of their official duties, which has strengthened government response to citizens inquiries (*See Appendix, table 16*).

Delivery of service and duration for processing of official document

Data collated and analyzed 85% suggested poor timely delivery of services which implies that project, programme and communication, both internal and external, are often delayed unnecessarily most especially in the pre-ICT adoption era (*See Appendix, Table 17*). The responses obtained 67% also shows long duration for processing of official document because of traditional filling methods being adopted. Files are in most cases delayed before being processed; invariably avert quick implementation of government policies and response to citizens' inquiries (*See Appendix, Table 19*). Evidence from data analyzed on post ICT initiative as shown in the Table 18 above indicates that 55% of respondents agreed that delivery of services has improved since the introduction of ICT, because more often than not, government businesses are conducted through internet, and other ICT devices. The use of ICT in government offices 82% has un-doubtedly enhanced speedy process of official document because most of the organizations have computerized their records (*See Appendix, Tables 18 & 20*).

Level of Government Interactions with Business Communities Through The Internet, Reported Cases of Missing Documents, Adoption and Usage of ICT Devices in Government Offices

Analysis of data collected from field survey conducted shows that 90% of respondents agreed that interaction between G2B communities through internet before e-governance initiative was low. In the same period, views from the field suggested frequent rate/cases of missing documents in the selected organizations and low usage of ICT devices. This implies that before the advent of ICT, most of the public official duties were conducted in a traditional manner, desk officials still stick to old bureaucratic methods and procedures (*See Appendix, Tables 21, 23 & 25*). The results obtained from analysis of data collected using SPSS software revealed that in the post ICT adoption period, 90% of the respondents indicated that the level of communication between G2B was high; This invariably implied an impressive communication network between G2B communities. An inquiry into the management of office documents indicates that 48.5% agreed that reported case of missing documents has slightly reduced with a cumulative of 57.5%, while opinion on usage of ICT revealed that 90% consented that most government establishments have graciously embraced the use of modern technology in their respective offices (*See Appendix, Tables 22, 24, 26*).

Recommendations

Sequel to the above findings and overview of the significant benefit of the adoption of ICT devices in the management of public institutions, the study recommends the followings:

- i) Publicly-owned institutions should make available, online, comprehensive details of their activities and regularly update their websites to citizens' access necessary information in line with the global trend.
- ii) Create desk offices in various institutions that would promptly relay information to the public and respond swiftly to citizens' inquiries.
- iii) Government should as a matter of urgency, provide modern ICT devices to every staff of agencies and parastatals to ensure speedy dissemination of information.
- iv) Government, through National Information Development Agency (NITDA) should facilitate the provision of Internet service to all rural areas in the country to ensure access to information in every nook and cranny of the country.

CONCLUSION

In this contemporary world, the adoption and application of ICT in every facet of human endeavour, administration, health, sciences, businesses have remained inevitable and would be too costly to be ignored by any nations or individuals. Many countries have realized the innate benefit of this technology. Dion Curry (2014) averred on the earlier examination of e-governance where he predicted drastic changes to the ways in which government and bureaucracy works, leading to bigger things such as e-democracy, whereas in reality the result have been much more humble. Reviews of responses have clearly indicated a paradigm shift from traditional administrative system which signals the receptive nature of our modern bureaucracy. Evidences from the survey conducted have depicted that most of the bureaucrats have embraced the modern technology in conduct of government business. This study has succeeded in establishing a correlation between adoption of ICT in the conduct of daily office schedules and improved intercommunication between citizens and government, which have paved way for inclusive/ participatory governance, as one of the tenets of democratic system.

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APPENDIX

Table 1:
Years of Experience

	Frequency	percent	Valid percent	Cumulative percent
Valid 0-5years	6	15.0	15.0	15.0
6-15years	13	32.5	32.5	47.5
16-25years	9	22.5	22.5	70.0
25years & above	12	30.0	30.0	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 2:
Educational Background

	Frequency	percent	Valid percent	Cumulative percent
Valid SSCE/NECO/NABTEB	8	20.0	20.0	20.0
Diploma/NCE/OND	11	27.5	27.5	47.5
HND/Bachelor	15	37.5	37.5	85.0
PGD/Master and above	6	15.0	15.0	100
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 3:
Computer Literacy

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	36	90.0	90.0	90.0
No	4	10.0	10.0	100.0
Total	40	100.0	100	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 4:
Duration of Computer Literacy

	Frequency	percent	Valid percent	Cumulative percent
Valid 0-5years	8	20.0	22.2	22.2
6-15years	12	30.0	33.3	55.6
16-22years	5	12.5	13.9	69.4
22years & above	11	27.5	30.6	100.0
Total	36	90	100.0	
Missing System	4	10.0		
Total	40	100		

Source: Computed from Field Survey Data (2015) SPSS output.

Table 5:
Usage of ICT devices & Internet

	Frequency	percent	Valid percent	Cumulative percent
Valid Very often	10	25.0	25.0	25.0
Often	17	42.5	42.5	67.5
Not Often	4	10.0	10.0	77.5
Not know	9	22.5	22.5	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 6:
Means of Communication in the organization

	Frequency	percent	Valid percent	Cumulative percent
Valid Mobile phone	10	25.0	25.0	25.0
Electronic mail	16	40.0	40.0	65.0
Fax machine	5	12.5	12.5	77.5
Wire service	9	22.5	22.5	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 7:
Availability of Website in the organization

	Frequency	percent	Valid percent	Cumulative percent
Valid Yes	29	72.5	72.5	72
No	11	27.5	27.5	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 8:
Has e-Governance enhanced your Organization's Productivity

	Frequency	percent	Valid percent	Cumulative percent
Valid Strongly Agree	5	12.5	12.5	12.5
Agree	27	67.5	67.5	80.0
Strongly Disagree	2	5.0	5.0	85.0
Disagree	6	15.0	15.0	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 9:
Communication between Government & Citizens before e-Governance

	Frequency	percent	Valid percent	Cumulative percent
Valid High	9	22.5	22.5	22.5
Low	18	45.0	45.0	67.5
Very Low	13	32.5	32.5	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 10:
Communication between Government & Citizens after E-governance

	Frequency	percent	Valid percent	Cumulative percent
Valid High	11	27.5	27.5	27.5
Low	23	57.5	57.5	85.0
Very Low	6	15.0	15.0	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 11:
Government Response to Citizens Demand before e-Governance

	Frequency	percent	Valid percent	Cumulative percent
Valid Very High	2	5.0	5.0	5.0
High	4	10.0	10.0	15.0
Low	28	70.0	70.0	85.0
Very Low	6	15.0	15.0	100.0

Source: Computed from Field Survey Data (2015) SPSS output.

Table 12:
Government Response to Citizens Demand after e-Governance

	Frequency	percent	Valid percent	Cumulative percent
Valid Very High	2	5.0	5.0	5.0
High	28	70.0	70.0	75.0
Low	10	25.0	25.0	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 13:
Access to Public Information before e-Governance

	Frequency	percent	Valid percent	Cumulative percent
Valid Very High	6	15.0	15.0	15.0
High	15	37.5	37.5	52.5
Low	19	47.5	47.5	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 14:
Access to Public Information after e-Governance

	Frequency	percent	Valid percent	Cumulative percent
Valid Very High	6	15.0	15.0	15.0
High	32	80.0	80.0	95.0
Low	2	5.0	5.0	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 15:
Government Response to Inquiries before e-Governance

	Frequency	percent	Valid percent	Cumulative percent
Valid High	6	15.0	15.0	15.0
Low	23	57.5	57.5	72.5
Very Low	11	27.5	27.5	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 16:
Government Response to Inquiries after e-Governance

	Frequency	percent	Valid percent	Cumulative percent
Valid Very High	6	15.0	15.0	15.0
High	27	67.5	67.5	82.5
Low	7	17.5	17.5	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 17:
Timely Delivery of Service before e-Governance

	Frequency	percent	Valid percent	Cumulative percent
Valid Very High	6	15.0	15.0	15.0
High	27	67.5	67.5	82.5
Low	7	17.5	17.5	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 18:
Timely Delivery of Service after e-Governance

	Frequency	percent	Valid percent	Cumulative percent
Valid Very High	2	5.0	5.0	5.0
High	20	50.0	50.0	55.0
Low	14	35.0	35.0	90.0
Very Low	4	10.0	10.0	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 19:
Duration for Processing of Official document before e-Governance

	Frequency	percent	Valid percent	Cumulative percent
Valid Very High	2	5.0	5.0	5.0
High	20	50.0	50.0	55.0
Low	14	35.0	35.0	90.0
Very Low	4	10.0	10.0	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 20:
Duration for Processing of Official document before e-Governance

	Frequency	percent	Valid percent	Cumulative percent
Valid High	15	37.5	37.5	37.5
Low	18	45.0	45.0	82.5
Very Low	7	17.5	17.5	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 21:
Government Interactions with Business Communities through Internet before e-Governance

	Frequency	percent	Valid percent	Cumulative percent
Valid High	4	10.0	10.0	10.0
Low	29	72.5	72.5	82.5
Very Low	7	17.5	17.5	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 22:
Government Interactions with Business Communities through Internet after e-Governance

	Frequency	percent	Valid percent	Cumulative percent
Valid Very High	6	15.0	15.0	15.0
High	30	75.0	75.0	90.0
Low	4	10.0	10.0	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 23:
Reported Case of Missing document before e-Governance

	Frequency	percent	Valid percent	Cumulative percent
Valid Very High	13	32.5	32.5	32.5
High	10	25.0	25.0	57.5
Low	15	37.5	37.5	95.0
Very Low	2	5.0	5.0	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 24:
Reported Case of Missing document after e-Governance

	Frequency	percent	Valid percent	Cumulative percent
Valid Very High	4	10.0	10.0	10.0
High	15	37.5	37.5	47.5
Low	12	30.0	30.0	77.5
Very Low	9	22.5	22.5	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 25:
Adoption & usage of ICT device in government offices before e-Governance

	Frequency	percent	Valid percent	Cumulative percent
Valid High	4	10.0	10.0	10.0
Low	22	55.0	55.0	65.0
Very Low	14	35.0	35.0	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.

Table 26:
Adoption & usage of ICT device in government offices after e-Governance

	Frequency	percent	Valid percent	Cumulative percent
Valid Very High	8	20.0	20.0	20.0
High	28	70.0	70.0	90.0
Low	4	10.0	10.0	100.0
Total	40	100.0	100.0	

Source: Computed from Field Survey Data (2015) SPSS output.