# Communication and Public Service Delivery in Nigeria

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### Abstract

In recent time, there has been paradigmatic shift of emphasis or changes in public administration. This is largely due to the changing nature of the functions of government which witness a shift in emphasis from organizational efficiency and maintenance of law and order to effective service delivery and socio-economic development. In order to effectively meet up the new challenges, the role of communication in governance becomes necessary; public administrators need to use effective, means of communication in order to succeed in practicing open, transparent, responsible, responsive and development engineering governance. It has however been observed that, the intrinsic role of communication in reinvigorating public service delivery in Nigeria has not been given prime attention even with the adoption of e-governance. This study seeks to investigate challenges confronting or hindering effective communication and service delivery in the public sector. The paper adopts the qualitative approach as the method of data analysis. The theoretical framework employed in this paper is David Easton system approach. The study found that there are several barriers arising from the adoption of the traditional public administrative system standing against the implementation of e-governance in the public sector that would give birth to better service delivery which amongst other include dearth of quantity and quality infrastructure and lack of reliable and strategic framework. It is in recognition of the above challenges that this paper suggests amongst others, that, for better public service delivery, there should be effective implementation of e-governance, training and adapting technologies that is accessible to citizens, and effective information through reporting, records, research and inspection which involve using vertical, downward, and horizontal passage of information to the citizens as well as total overhauling of the structure of the Nigerian state and value rearmament for the political class.

**Keywords:** *Communication, E-governance, Public service, Service delivery*

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**Background to the Study**

The gain of independence by developing nations from imperialist countries ushered in or witnessed a generation of rising expectations among them (former colonized countries) and even countries that were not colonized but striving to achieve rapid political, social and economic changes. Government of the new independent countries and, in fact, developing nations in general was expected to keep reality with these hopes through the reorganization and reformation of their existing governmental processes. The translation of these hopes and expectations into concrete reality is the responsibility of the public service. This is because the public service of any country stands as the major machinery of government for the formulation and implementation of public policies. It is designed to engineer social and economic development of a nation. In view of the importance of public service delivery to the citizens, the need for effective delivery of services cannot be overemphasized. For public service to achieve these objectives, then effective communication in the organization has to be given priority attention. But over the years, realization of this objective has not proven to be real especially, in terms of the way and manner in which the services were delivered. And this has led to the clamour for reform (Arkes, 2015; Amukugo & Peters, 2016).

It has further been observed that accessibility to public administration for all citizens, bringing transparency to government processes, bringing the government to the doorsteps of people by creating virtual forum and facilities to strengthen accessibilities to government information and facilitating interaction between the governed and government leading to transparency, accountability etc are lacking in the public service. It is against this backdrop that it has been suggested that effective communication has to be applied by adopting e-governance for improvement in governmental processes and service delivery in Nigeria. This reasoning is premised on the belief that effective communication through e-governance is part of the important panaceas in ensuring better public service delivery (Abasilim & Edet, 2015). Effective communication would enable government to know the extent of progress and to initiate further policy that will bring about better service delivery. It is in the light of the foregoing that this paper seeks to establish the link between effective communication and public service delivery and to investigate the challenges in communication militating against service delivery in the public sector. To achieve this purpose, the paper addresses the conceptual clarification of communication, service delivery and e-governance. It draws an analysis between communication, e-governance and better public service delivery. It discusses the implications of communication barriers on service delivery. From the findings, recommendations are made. The study adopts the descriptive approach and uses David Easton system theory as its theoretical framework.

**Concept Clarification**

i) **Communication:** The utility of communication in the improvement and achievement of results in public sector organization lies in the importance attached to it in the day to day activities carried out by the management/administrators of the organizations. Adebayo (2001) posit that communication (reporting in administration) is the all-important function of an administrator of keeping those to whom he is responsible informed of what is going on (policies and programmes),

while at the same time, the administrator keeps himself and his subordinates informed through reporting and getting feedback. Any idea policy or programme that is not communicated (transmitted) and understood by the citizens is meaningless and incapable of achieving predetermined objectives.

Karl W. Deutsch cited in Nnaa and Abeki (2017) conceives communication as the transfer of messages containing quantities of information and a type of channel through which messages or information or directions pass from one person to another. Communication is also defined as the means by which messages are received and stored, and the rules, customs, and convention which define and regulate human relationships and events.

Mc Farland cited in Nnaa and Abeki (2017) views communication as a process of meaningful interaction among human beings. More especially, it is the process by which meanings are perceived and understandings are reached among human beings. To communicate is to tell, to show or to spread information. Corroborating this view, Hebert A Simon cited in Nayar (2016) observes communication as any process whereby decisional premises are transmitted from one member of an organization to another.

Communication has gained ascendancy on the ladder of importance to administration in every organization be it public or private. Indeed it has come to be recognized as an important principle of administration and for a successful achievement of organizational objectives, effective communication is really of vital importance. It has been described as the "bloodstream of administrative organization" as well as the "heart of management". In public administration, an important aspect or nature of communication is beginning from the top executive to an ordinary member of the organization; all communicate their views and opinions among themselves and, in this way, every organization functions. Corroborating this view Nnaa and Abeki (2017) conceive communication in administration as the management function whereby messages in the form of instructions or orders, policies methods of operations, information etc are transferred from the authority to government employee, and feedback in the form of obedience, complaints, requests, protests, etc are sent by the subordinates to the authority, to reach common understanding.

In the public service, structure of governance is divided into Ministries Departments and Agencies (MDAs), and information is always communicated among all the departments. This communication system works also between the agencies of government system and the citizens. Since communication is a two-way traffic, government communicates decisions or instructions to the citizens, while the citizens also have to communicate facts, information, complaints, protest etc to government (i.e. the political leadership of the nation).

Through the process of communication the public service works in a united way and form. Members are expected to exchange views among themselves. As the process of communication is always continuous so also administration is a continuous process.

ii) **E-Governance:** There have been major global changes experienced in the 21$^{st}$ century and one of these is the emergence of worldwide web (www). Since the emergence of the information technology, people are being fed with more and more information and services online from governments and corporate organizations to project their public, professional and personal lives. To meet up the rising expectations and aspirations of the people in terms of service delivery, it has become necessary for government to perform its functions via electronic medium.

E-governance which stands for electronic governance is the application of information and communication technologies to transform the efficiency, effectiveness, transparency and accountability of information and transactional exchanges within government, between government and government agencies of National, state and local levels, citizens and businesses and to empower citizens through access and use of information (Mahapatra, 2006).

Ayo (2014) conceives e-governance as basically the application of Information and Communication Technology (ICT) to the process of government functioning in order to bring about Simple, Moral, Accountable, Responsive and Transparent (SMART) governance. It involves the use of ICT by government organizations for exchange of information with citizens businesses or other government departments, faster and more efficient delivery of public service, improving internal efficiency, reducing costs/increasing revenue, restructuring of administrative processes and improving quality of services.

Corroborating the above conceptions, United Nations Educational, Scientific and Cultural Organization, UNESCO (2007) said that e-governance could be understood as the performance of governance via the electronic medium in order to facilitate an efficient, speedy, and transparent process of disseminating information to the public, and other agencies, and for performing government administration activities. The World Bank (2012) further explained that e-governance has the ability to transform relations with citizens, businesses and other arms of government. It can serve as better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management.

From the conceptualization of e-governance above, it is understood to mean the use of electronic means to promote good governance. It connotes the implementation of information technology in government processes and functions. It entails the access and delivery of government services, dissemination of information, communication in a quick and efficient manner.

**Interaction in E-Governance**

Scholars have identified four types of interactions in E-Governance which include, government to government (G2G), Government to citizen (G2C), Government to Business (G2B), and Government to Employees (G2E) (UN E-Government Survey 2008).

i) **G2G-Government to Government:** Interactions takes place when the exchange of information and services is within the domain of government. It can be in a horizontal form i.e. among various government entities and vertical when it is between national, state and local government entities and within the different levels of the entity.

ii) **G2C – Government to Citizen:** This is the interaction between the government and the general public. Here there is an interface set up between government and citizens which enables the latter (citizens) to get access to wide variety of public services. It gives citizens the freedom to share their opinions and grievances on government policies at any given time or place.

iii) **G2B – Government to Business:** Here there is an interface between government and the business class. It is aimed at removing bureaucratic red-tapism associated with traditional administrative system, as well as to save cost and establish transparency in the business environment while interacting with government.

iv) **G2E – Government to Employees:** This is the interactions between the Government and its employees (public and civil servants). This interaction through ICT helps in ensuring the administrative activities done speedily and efficiently.

**E-Governance in Nigeria's Public Service**

Nigeria as a country is not left out in the technological advancement in communication and its utilization in governance. In 2001, the Federal Government saw the need to have a national policy on Information Communication Technology and the enabling policy gave birth to the National Information Technology Development Act by the National Assembly in 2007 thus, National Information Technology Development Agency (NITDA) was established. From then, applying internet services in the process of service delivery gained acceleration. With this enabling Act, many of the agencies of government started the implementation of information and communication in their operations. And moreso, the federal government created the new Ministry of Communication Technology, part of the responsibilities of the Ministry is to coordinate ICT development.

Following from this ICT revolutionary leap, Nigerian telecommunications market has received a boost especially with MTN Nigeria as the Prime operator. In discussing the different tracks through which e-government services are delivered, Akunyili (2010) stated that in G2C interaction, government services accessible nation-wide without stress include University Matriculation Examination for admission into Nigerian higher institutions of learning. Now answer scripts are computer-marked, and the results released and uploaded to the website within seven working days. Another area according to her is the system of electronically encoding the particulars of every vehicle and driver especially in the Abuja Federal Capital Territory. In the G2E interaction, as part of the public reforms, government

instituted the use of electronic payments for all public sector transactions. These include salaries of employees and payment for procurement and contracts. Other areas of e-government transactions are International Passport Application, Trade Clearance, land Allocation, Tax remittance, Voter's registration and National identity Registration (Abdulrazag, 2015).

iii) **Public Service Delivery:** Service delivery is an important component both in business and public sector administration that defines the interaction between the providers and clients in business circle and the governments and citizens in public administration, and good service delivery provides the clients of citizens with an increase in value. Service delivery as defined by the Cambridge Business English Dictionary is the act of providing service to customers. Lovelock and Wright (2002) cited in Martins and Ledimo (2015) conceive service delivery as the actual delivery of services and products to the customer or clients. It is therefore conceived with the where, when and how a service/product is delivered to the customer and whether this is fair or unfair in nature. This definition captures service delivery mostly in business environment.

In the public sector, service deliveries are often not physical entities, but rather a combination of processes. Carlson, Davis and Leach (2005) in their work conceptualize public service delivery as the relationship that exists between policymakers, service providers and the populace. To them it consists of services and its supporting systems which are generally referred to as state responsibility. These services include infrastructure, social services and services that enhance personal security. In this way, public service delivery can be understood to mean, providing citizens with services of public interest.

Fox & Mayer (1996) conceive public service delivery as the provision of tangible public goods, and intangible services and the private sector cannot produce. Reikert (2001) defines public service delivery as the provision of a product or service by a government body to the citizens. From the conception above, public service delivery would be simply understood to mean the mechanism through which public services such as security, education, energy, water, public transport, healthcare, environmental protection, justice etc are delivered to the citizens by the various structures (federal, state and local) and agencies of government. In this study, our understanding of public service delivery would be providing the citizens with apropos information which was hitherto through brochures and leaflets and are being replaced with government websites and hotlines.

This emphasis on the provision of security and welfare of the citizens in the constitution clearly explain that governance is all about service delivery. In an effort to meet the expectations of the people and as part of the federal government's reform agenda, Igbuzor (2017) states that, the Service Delivery Initiative (SDI) was launched and conceptualized as a social contract between the federal government and all

Nigerians: service compact with all Nigerians (SERVICOM). As contained in its charters, SERVICOM gives the Nigerian people the right to demand good service as entitlements. This as in the charters reflect the mission and vision statements of each government department along with goals, objectives, details of services, standard of performance as well as system of redress should there be service failure. But as observed by Igbuzor (2017), the present state of the public service can neither deliver services to meet the expectations of the people nor to the standards expected by SERVICOM for several reasons including lack of capacity, poor orientation and attitude, weak incentives, weak monitoring and evaluation system and corruption.

**Theoretical Framework**
This study adopts David Easton's input-output analysis as the theoretical framework for analyzing the work. The input-output was a theoretical construct by David Easton in his attempt to explain what goes on in the policymaking arena. In his work analysis, Easton (1957) uses two concepts; input and output to explain what happen in the policy-making process. Input according to him consists of Demand and supports. Demand is generally the people or citizens requests, opinions expressed by organizations, groups, parties etc on behalf of the general public. These demands include higher wages, better health care, more facilities for education, improved infrastructure etc. Support entails the citizens accepting the decision of the political system or by obeying them. The inputs of demands and support are called the raw material, out of which finished products decision (output) are manufactured. The output on the other hand, are the decision of the authorities in form of rules, regulations, actions, laws etc which are translated into concrete action which affects the environment of the political system. In a nutshell, the responses of government (whether positive or negative) to the demand made by the public is the output.

David Easton also identified the conversion process; a process through which a political system converts inputs into output. The feedback, he described as a process through which information about the performance of the system is communicated back to it. Without information feedback, about what is happening in the system, the authorities would not function effectively. The input-output model centres on the input of the demands and support in the conversion process of the production of outputs by government, response by the members of the society to these outputs, communication of information about the response to the authorities and possible succeeding actions by them. It is a cyclical process. The model suggests that for government to deliver effective services to the people, it must avail the public with information pertaining to governmental authorities and also take the demands for the welfare of the citizens into consideration in the policy-decision process. And for this process to be effective and bring about the needed public service delivery, then the need for e-governance should be given prime attention. The model is therefore applicable to the practice of effective communication as it affects service delivery in the public sector.

**Communication and Public Service Delivery in Nigeria: An Appraisal of E-Governance Performance**
There is a changing trend globally in the conduct of public administration that e-governance is sine qua non to effective service delivery with its attendance consequences of socio-economic

development. Proponents of the import of e-governance have appraised the model as being of immense value in achieving public service delivery. E-governance is therefore being conceived as an essential part of New Public Management (NPM); a strategy of reforming the operations and service delivery mechanisms of government that is highly result-oriented, innovative and cost effective as against the traditional and old fashioned public administration which is highly bureaucratic and ineffectual in operation and public service delivery. It is thus regarded as radical shift in the old fashioned administrative system to a system that is result-oriented capable of engineering development (Nnaa & Abeki, 2017).

On the other hand, it has been argued that e-governance especially as obtainable in Nigeria is yet to achieve the very essence for which it was established. Indeed, there have been argument from scholars that instead of enhancing effective service delivery to the citizens, there is the potential for a reduction in the usability of services and the ability to access information, for a proper assessment of the utility of e-governance vis-à-vis public service delivery, we are going to critically look at its applicability and the challenges of e-governance implementation in the Nigeria public sector.

**E-Governance and Public Service Delivery in Nigeria**
Studies have shown generally that E-Governance has important part to play in the G2G, G2C, G2B and G2E interactions earlier explained in this paper. According to World Bank (2002), Gberevbie, Ayo, Francis, Duruji and Abasilim (2018), Abasilim and Edet (2017), Rahim, Oguntoyinbo, Obanla and Aremu (2017) amongst others, e-governance has the following advantages or benefits;

  i)   It re-enforces the tenets of good governance (such as efficiency and effectiveness, transparency, accountability, responsiveness, consensus orientation, constituent participation amongst others).
  ii)  It offers better delivery of services to citizens, improved interactions with business and industry, citizen empowerment through access to information, better management, greater convenience revenue growth and cost reduction.
  iii) It simplifies the process of information accumulation for citizens and businesses as well as empowers people to gather information regarding any department of government and get involved in the process of decision making.
  iv)  It leads to automation of services, ensuring that information regarding every work of public welfare is easily available to all citizens, therefore eliminating corruption
  v)   It brings government closer to the citizens and thus, expanding the frontier of government
  vi)  It offers support toward economic growth and poverty reduction; it enhances growth in the Gross Domestic Product (GDP)
  vii) There is increased convenience in the process of carrying out government functions when electronic governance is adopted.

In recognition of the anticipated universal import of e-governance on public service delivery outlined above, successive governments in Nigeria have tried to improve on communication in the public sector especially, since the conception of the revolution in the information age.

Various policies have been introduced and successes achieved in some areas. It is in line with this development that the United Nations Report ranked Nigeria as the 141 in the e-government index. According to Yahaya and Idris (2015), the first communication revolution in the form Global System for Mobile (GSM) communication was introduced in 2001 with only 400,000 lines and a dismal 0.4 teledensity, but has risen to over 90 million with a teledensity of 64.16. This has helped ease people communication with a long distance without a barrier. More data applications are now regularly being used in the country to conduct business.

Abdulkareem, Ameen and Ishola (2015) posit that there is the deployment of ICT in service delivery in Nigeria such as the New Driver License, Electronic Passport, National Identity Card, the Virtual Learning Programme of the National Open University of Nigeria etc. These according to them, have made service delivery more open, transparent and efficient. It also allows for mass participation of politically minded electorates in shaping their perspective towards the public office holders through the role of social media, with the advent of platforms like twitter and facebook etc.

Ani (2019), Akunyili (2010), and Abasilim & Edet (2015) amongst other scholars, catalogue some of the areas of achievement of e-governance in Nigeria to include the following;

i) The West African Examination Council established an online presence since 2003 and this has enabled candidates for the West African Senior Secondary Certificate Examination (WASSCE) to access information concerning participation, registration and results. The same goes for National Examination Council (NECO) examination.

ii) Since 2010, the National Matriculation Examination for Admission to Nigerian higher institution of learning Joint Admission and Matriculation Board (JAMB) examination are now being computer-marked and the results released and uploaded to the website within seven working days.

iii) In 2006, Nigeria Petroleum Exchange (NIPEX), an electronic platform for NNPC to improve contracting process in the oil and gas sector was created.

iv) The National Youth Service Corps (NYSC) postings and registration of corps members has been converted from manual processes to an electronic platform

v) The residency permits by the Nigerian immigration services have been computerized

vi) The issuance of certificate of occupancy and land registration in the Federal Capital Territory Abuja Administration (FCTA) has also been simplified by computerizing these processes.

vii) The Nigerian custom Asycuda programme – a federated computer system for the handling of customs operations and procedures, initiated and maintained by the United Nations Conference on Trade and Development (UNCTAD) is now operational online

viii) Biometric forms of identification for civil servants remuneration via e-payment and pension records are done electronically.

ix) SMS text messaging has been very efficient for the conveyance of information from G2C and G2E owing to the wide reach of mobile telephony from urban areas to the rural areas of Nigeria.

The above outlined development has led to a significant reduction in the menace of corruption in governance, improved service delivery, encourage citizens' participation in decision making and consequently, boost the extent of trust reposed in government officers and the system of governance.

**Challenges of E-Governance Implementation in the Nigeria Public Service**
It has been observed by scholars that despite the lofty policy of e-governance, its implementation and achieving the desired results are being impeded by both internal and external factors. Corroborating the studies of scholars such as Gberevbie and Edet (2015), Rahim, Oguntoyinbo, Obanla and Aremu (2017), Yahayaand Idris (2015), Abasilim and Edet (2015), Ntulo and Otike (2013), Akunyili (2010) amongst others, this research identified some obstacles to adoption and implementation of e-governance in Nigeria to include:

a) **Policy and regulation issues for e-governance to succeed:** It demands a workable legal framework through a legislative process. And because this is yet to be addressed, hasty policy decisions are taken by the leadership without input from the people and hence, does not reflect the policy demands of the citizens. Meaning that the decision is "Top-Down" rather than "Bottom-up" approach.

b) **Privacy of citizens not guaranteed protection:** Citizen confidence in the privacy and careful handling of any personal information shared with governmental organizations is essential yet, this has not been given due and adequate consideration in the electronic processes of governance. And because there has not been guarantee of an appropriate level of protection regarding information attributed to an individual, e-governance has the potential to erode the privacy of the citizenry.

c) **Lack of infrastructure:** This is one of the features of a developing country and it affects negatively the holistic development of the country. Nigeria is not an exception of this. Thus, irregular electricity power supply hinders the applicability of electronic governance. It also engenders limited access to internet facilities; internet connectivity is poor. This also results to digital divide among the citizenry. Digital divide refers to the gap in opportunity between those who have access to the internet and those who do not. The latter group of citizens will be unable to benefit from internet online services.

d) **Poor attitudinal adaptation to change:** Unfavourable attitude to change on the part of public service employees and public officials is cankerous to the adoption and implementation of e-governance. Most public officials and employees of government as a result of their low level of computer literacy and inadequate knowledge see electronic governance as a breach against traditional bureaucratic processes in the administrative system. When this is the norm especially from the top management there will be little or no commitment to provide conducive environment that encourages participation in e-governance applications.

e) **Inadequate funding of e-governance project:** Implementation of e-governance projects demands Investment of fund. However, it has been observed that inadequate funds are being allocated to e-governance projects. And as the cost of internet which is the major platform for e-governance remains relatively high, it is prohibitive for majority of the citizens. This shows that insufficient resources and capabilities to

promote the technological and managerial knowledge required to successfully deploy e-governance services has not been given priority attention.

**Other identified obstacles include security:** Protection of information and system against accidental or intentional disclosure to unauthorized access or unauthorized modifications or destruction. This means that protection of information architecture including network, hardware and software assets and control of access to the information itself is yet to receive adequate attention using legal instrument of government.

**Lack of qualified personnel and training:** Lack of qualified skills and inadequate human resources training have also been identified as impediment to the practice of e-governance in Nigeria. Undertaken of restricted number of e-governance initiatives which is akin to poor readiness, and adoption of ICTs that are developed in the western world and transfer to developing nations without taking cognizance of our peculiar system also pose challenges to the process of electronic governance.

In addition to the identified challenges of implementation of e-governance in Nigeria by scholars discussed above, this paper locates the implementation failure to the nature of the Nigerian state and the character of the elites. The challenges are viewed as the manifestation of the contradictions inherent in the mode of production and entire social system; where the centrifugal and centripedal forces of our poverty-ridden ideology certainly militate against the realization of the purposes for adopting electronic governance especially, as it has to do with effective and efficient public service delivery and raising the standard of living of citizens. It is also of our view that electronic governance cannot independently replicate good public service delivery in a country where the beneficiaries (citizenry) are grossly unequal in wealth and the poor who are variably the majority are dependent on the few wealthy. How can the process of e-governance bring about simple, moral, accountable, responsive and transparent (SMART) service delivery in a country where there is visible unequal distribution of the resources and wealth of the country amongst its constituent units as well as unequal power-sharing among the various ethnic groups that make up the country, or where exist systemic corruption as well as lack of strong political institutions? It is based on this fact that this study seeks to decipher solutions for effective implementation of e-governance projects by not only addressing the conventional problems identified by scholars above, but re-examine the fundamental structural problems inherent in Nigeria's socio-cultural and political-economic system.

### Conclusion

This study as stated earlier aims at establishing a symbiotic relationship between effective communications; adoption of e-governance and good public service delivery in Nigeria. Following from the theoretical discourse on the implementation of e-governance in Nigeria, the study concludes that it remains the best policy decision that could birth effective service delivery. A revolutionary leap in electronic governance it is discovered, could lead to transparency, accountability, responsiveness, effectiveness and efficiency in government businesses and operations for Nigeria's public service. It is an instrument and a tool to

transform and the way in which government conducts and delivers services. However, from the present situation in the country, the implementation of e-governance has to contend with centrifugal and certripedal forces inherent in the structure of the Nigerian state and its class configuration which obviously militate against effective service delivery in the public sector. E-governance in Nigeria presently is therefore unsatisfactory for quality service delivery as it is yet to achieve the very essence for which it was conceived and adopted. It could not be said to have achieve any meaningful service delivery as the e-governance policy is bound to face the same contradictions inherent in the defective system in Nigeria. An indept study in the affairs why most policies could not achieved the anticipated goal shows that they more or less operate in the overbearing web of the anti-citizen structure of the Nigerian state and therefore, are susceptible to the infectious cankerworm of the system such as systemic corruption, indiscipline and greed on the part of the political leadership amongst others (Nnaa, 2009).

The study also reveals that challenges that may be regarded as conventional problems such as dearth of infrastructure, lack of reliable and strategic framework for e-governance operation, attitude or resistance to change, dearth of adequate fund amongst others serve as impediments in the implementation of e-governance.

## Recommendations

From the intellectual discourse on e-governance and public service delivery as presented in this study and the identified challenges in the implementation in Nigeria, it shows that much need to be done in order to be able to achieve to a greater extent the purpose for which it was adopted. In line with this view the paper in agreement with scholars opinions suggests are follows:

i)  To develop successful e-governance project and effective service delivery, it is pertinent for government to address what we called conventional problems as follows;

a)  Government should make fund available for infrastructural development that will aid the successful implementation of e-governance in Nigeria's public service. This involves provision of constant electricity power supply and internet network connectivity that will make services to reach rural areas of the country.

b)  The federal government should establish ministry of ICT affairs to set up ICT implementation framework evaluation units in each of the Ministries, Departments and Agencies.

c)  There should be adequate sensitization of public servants on the importance and benefits of adopting and implementing e-governance in the administrative organizational processes that will ultimately lead to improved service delivery in Nigeria.

d)  Government should also enact information and communication technology (ICT) laws that will make computer literacy a compulsory aspect of every public or civil servant at every level of government. In this case ICT awareness and computer-related literacy training programme should be introduced in our educational curriculum from the primary to tertiary institutions levels. This will help to solve the problem of resistance to change and non-challant attitudes and the likes which is responsible for underutilization of ICT facilities.

e) Government should introduce National Citizen Database which is the primary unit of data for all governance vertical and horizontal applications as well as provides data centres across the country. Government should embark on a scheme that will make computers and internet affordable for the citizens for them to participate actively in the e-governance programme.

ii) It is the view of this paper that in addition to the suggestions above, implementation of e-governance programme can only achieve its objective of effective public service delivery by a total overhauling of the structure of the Nigerian state and value rearmament for its political elites and their cohorts. By so doing, government will be able to build confidence in the citizens.

The paper also suggests that emphasis should be laid on building of strong and enduring democratic institutions upon which other policies such as e-governance can strive. It is also of the view of this paper that the monstrous evil of corruption by political office holders should be viewed seriously as antithetical to effective public service delivery and be treated as such with capital punishment as obtainable in some countries.

It suffices to state at this point that any policy change in government meant to bring about better service delivery within the context of the structure of the Nigerian state as it is presently constituted without addressing the fundamental structural problems is bound to experience still birth.

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