

E-GOVERNANCE AND SERVICE DELIVERY IN INDEPENDENT NATIONAL ELECTORAL COMMISSION (INEC), ABUJA

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Abstract: The study was designed to examine the role of e-governance and service delivery in National Electoral Commission (INEC). In recent times, governments all over the world have adopted the use of Information and Communication Technologies (ICTs) to improve the quality of administration especially in the public sector. Using the survey research method, the study collected data by means of questionnaire which were administered to staff of National Electoral Commission (INEC). Data were analyzed using simple percentages. The study explores the emerging role of e-governance in promoting service delivery in the National Electoral Commission (INEC). The study concludes that for governments to achieve success in service delivery using e-governance, certain measure must be taken to ensure proper implementation of ICT policies in order to achieve the desired goals and to serve the citizens better. It therefore recommends that Independent National Electoral Commission (INEC) should embrace e-governance by promoting the use of ICT facilities among the citizens and government agencies and to make policies that would sustain ICT projects in order to achieve efficiency and effectiveness in the public sector.

Keywords: Governance, E-governance, Information Communication System, Service Delivery and INEC.

1. INTRODUCTION

The emergence of Information and Communication Technology has provided means for faster and better communication, efficient storage, retrieval and processing of data and exchange and utilization of information to its users, be they individuals, groups, businesses, organizations or governments. The desire to reposition the public service for effective and efficient service delivery has been the preoccupation of many countries in both developed and developing nations. As a result, governments across the globe have initiated a number of policy frameworks to reform the public sector by reorganizing the structures, systems and processes that will enhance the delivery of services to their citizens (Adeyeye & Aladesanmi, 2010). ICTs have to be used in order to create and deliver a service, which is useful and has an effective impact for the businesses and for the citizens. Information and communications technology (ICT) is an integral component of government operations and service delivery. ICT is increasingly used as a strategic tool to more efficiently support any Government's priorities and programme delivery. In order to have a successful e-governance, the Information and Communication Technology (ICT) solutions, which are at the very core of the e-governance infrastructure, have to be reachable by all citizens (Reffat, 2006).

Electronic Government uses a range of information technologies, such as the Wide Area Networks, Internet, and Mobile Computing, to transform government operations in order to improve effectiveness, efficiency, service delivery and to promote democracy.

Electronic Government is a fundamental element in the modernization of the Government of Nigeria. It provides a common framework and direction across the public sector and enhances collaboration within and among public sector organizations and institutions, between Government and the business community, and between Government and the citizens that it serves in the implementation of Government Policies. It also identifies ways of developing the skills needed by public servants to realize the new opportunities offered by ICT advancement such as the internet (e-governance, 2004). The desire to reposition Independent National Electoral Commission for effective and efficient service delivery has been the preoccupation of many countries in Nigeria. As a result, governments across the globe have initiated a number of policy frameworks to reform the public sector by reorganizing the structures, systems and processes that will enhance the delivery of services to their citizens.

To effectively accomplish the aforementioned objective, the day-to-day activities of government can no longer rely on the conventional approaches. Hence, there is need to leverage on information and communication technology (ICT) to plan and execute government policies. Therefore, advances in information and communication technology have steered an era of innovative thinking and increasing integration in service delivery founded on commonality of infrastructures, data and improved electoral processes hence the need to examine the emerging role of the e-governance in promoting service delivery in Independent National Electoral Commission (INEC)

Statement of the Study

Service delivery is a continuous, cyclic process for developing and delivering user focused services. Quality service delivery involves a comparison of expectations with performance (Mutali, 2008). To be effective, services should possess these attributes like: available and timely at time and space scales that the user needs; dependable and reliable in that they need to be delivered on time to the required user specification; usable meaning that they need to be presented in user specific formats so that the clients can fully understand; useful meaning that they need to respond appropriately to user needs; credible for the user to confidently apply to decision-making and responsive and flexible to the evolving user needs (Kundenbindun, 2008).

The Nigerian government is moving towards becoming more efficient operationally by collaborating across traditional departments and has to become more responsive towards its citizens' needs. The government faces an increased pressure to form an effective e-governance. The e-governance is not only meant to bring public services online, but is also focused mainly in reducing overall operational costs by transforming the e-Governance into an organization that generates both social and economic value effectively (GoK, 2013). Thus, effectiveness and efficiency factors have to be investigated and prioritized.

Over the years, the federal government of Nigeria has adopted e-governance technologies to enhance service delivery in the public sector with the aim of improving service delivery for the benefits of the citizens. In support of this initiative, Independent National Electoral Commission (INEC) has contributed by introducing policies in support of the technological movement. This is why the Independent National Electoral Commission have developed impressive ICT programmes enhance the activities of the commission and to further sensitize the citizens about the new technologies because it is believed that information communication technologies enhances the connectivity between the government and the people.

The revolution in ICT has enhances the quality of governance at both the state and federal level. Evidences has shown that e-governance get citizens well -informed and participate in governance as it provides greater access to government's information and activities.

The importance of Information and Communication Technology in human societies can never be relegated. According to Kroeker and Yonck, the uses of information and communication technologies in recent times have become inevitable and fundamental to operations and activities of organizations and societies. Research reveals that the usage of ICT in election has eliminated the incidents of multiple registrations, which had been one of the main political tools for rigging elections by unscrupulous and savage elements. The use of information and communication technologies (ICTs) in elections is receiving increased attention. On the one hand, information technologies are perceived as solutions for many electoral hurdles, such as the creation of an accurate voter register, simplified voting and result tallying, faster transmission of election results, etc. However, the Independent National Electoral Commission (INEC) has encountered so many electoral hurdles such as malfunctioning of equipment, the contested integrity of machines, or exposure to hacking, poor training of

staff, illiteracy among others. There was also card reader breakdown during the 2019 general election. Some of the devices didn't function on the day of the election, in spite of the fact that INEC provided back-up in case of any card reader breakdown but some of the back-up did not function as well. Some card readers were unable to function due to blank screen. The card readers malfunctioned in several polling units, a situation that triggered undue delay in the accreditation process by Independent National Electoral Commission (INEC) staff necessitated this study. Thus, the study examines the emerging role of e-governance in promoting service delivery in the Independent National Electoral Commission (INEC).

To effectively accomplish the aforementioned objective, the day-to-day activities of government can no longer rely on the conventional approaches. Hence, there is need to leverage on information and communication technology (ICT) to plan and execute government policies.

This study seeks to provide answers to the following research questions

- i. Is there any significant relationship between E-governance and service delivery in Independent National Electoral Commission (INEC).
- ii. What is the degree of adoption of E-governance in Independent National Electoral Commission (INEC).
- iii. To what extent has the adoption of E-governance contributed to service delivery in Independent National Electoral Commission (INEC).
- iv. What are the measures that can be adopted to improve E-governance and service delivery in Independent National Electoral Commission (INEC).

Objectives of the Study

The broad objective of the study is to examine the emerging role of e-governance in promoting service delivery in the Nigerian public sector. The specific objectives of the study are to:

- i. Evaluate how ICT transform service delivery performance in Independent National Electoral Commission (INEC).
- ii. Determine the degree of adoption of e-governance in Independent National Electoral Commission (INEC).
- iii. Investigate the benefits associated with the adoption of e-governance in Independent National Electoral Commission (INEC).
- iv. Evaluate some of the constraints to the adoption of e-governance in Independent National Electoral Commission (INEC).

Research Proposition

- i. E-governance has not transformed service delivery in Independent National Electoral Commission (INEC).
- ii. The degree of adoption of e-governance in Independent National Electoral Commission has relatively influenced service delivery.
- iii. Benefit derivable from the adoption of e-governance in Independent National Electoral Commission has no direct link to service delivery.
- iv. Identify constraints to e-governance has direct link to service delivery in Independent National Electoral Commission (INEC)

2. CONCEPTUAL REVIEW

The Concept of E-Governance

The definition of e-governance cannot be complete without understanding the meaning of governance. The term governance was derived from an ancient Greek word, *kebernon*, which means to steer (Youth I.N.C., 2005 cited in Savic, 2006). Fukuyama (2013:3) defines governance as "a government's ability to make and enforce rules, and to deliver services, regardless of whether that government is democratic or not". Hence, governance implies the exercise of power in order to steer the social systems and the process by which business or government agencies exercise control over the

citizens. Also, governance is regarded as a system and process of ensuring the overall direction, effectiveness, supervision and accountability of organisations (Cornforth, 2003). Again, governance can be viewed as “The sound exercise of political, economic, and administrative authority to manage a country’s resources for development. It involves the institutionalization of a system through which citizens, institutions, organizations, and groups in a society articulate their interests, exercise their rights, and mediate their differences in pursuit of the collective good” (Country Governance Assessment 2005). However governance may be defined, the aim is to achieve the same objectives with that of good governance, because governance in the context of promoting sustainable economic development should comprise of efficiency and effectiveness and a successful public sector (Savic, 2006:19). Thus good governance can be viewed as an application of economic, political, and administrative authority to improve better the activities of a country at all levels (Basu, 2004 cited in Savic, (2006).

The rate at which government adopts e-governance in government operations is on the increase. This is as a result of the global call to reform the public sector for the purpose of improving service delivery. E-governance became visible in Nigeria in the 1990s, at the arrival of democratic government when government websites were developed to facilitate communication (Choudrie, Umeoji, & Forson, 2012). Since then, more policies have been introduced by the federal government to encourage the use of ICT to create awareness among the citizens and to run government businesses.

Many scholars have given various definitions to e-governance. For instance, “e-governance involves the use of information technology programmes to support government operations and provide government services” (Fraga, 2002). “E-governance refers to the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government. These technologies can serve a variety of different ends: better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management. The resulting benefits can be less corruption, increased transparency, greater convenience, revenue growth, and/or cost reductions.” (World Bank, 2016). “E-governance can be defined as a way for governments to use the most innovative information and communication technologies, particularly web-based Internet applications, to provide citizens and businesses with more convenient access to government information and services, to improve the quality of the services and to provide greater opportunities to participate in democratic institutions and processes” (Fang, 2002).

The above definitions of e-governance has a central theme which remains that e-governance involves the use of information technology to improve service delivery to the citizens and government agencies by enhancing faster communication between government and the citizens. Therefore the characteristics of good governance can be summarized thus:

- i. Facilitate the circulation and implementation of government programmes
- ii. Facilitating the flow of information from government to the citizens
- iii. Increase transparency and accountability which has resulted in a drastic reduction in corruption.
- iv. Improves efficiency by reducing bureaucratic bottlenecks experienced government operations.
- v. Sustains the security of lives and properties of citizens to a large extent.
- vi. Improves service delivery especially through the interdepartmental exchange of information and the merging of related agencies and ministries,
- vii. Reduces the cost of transaction, manpower, time, and space needed for good governance.
- viii. Strengthens government ability to deliver services and expand citizens’ participation in governance.
- ix. Helps in achieving development especially in relation to government operations by introducing new concepts of e-governance.
- x. Reduces corruption by promoting transparency, opening government data to public scrutiny, and by automating government processes, restricting discretion of officials and limiting citizens’ interaction with gatekeepers to access key services.

Methodologies for Using ICTS to Promote Governance and Productivity in the Public Sector

A lot of projects have been launched by the federal government to promote e-governance and to facilitate service delivery in the public sector. These projects were designed to adopt the use of ICT and multimedia technologies to coordinate and transform the operations of government. However, e-governance adopts online engagement of various stakeholders in the course of shaping, eloquence and executing public policies. The dimensions of ICT to promote governance according to Sakowicz (2003) are;

- a) E-services: This dimension is the use of electronic delivery for government information, programs, strategies and services. E-services give emphasis to innovative forms of citizen participation and offer services that show serious valuation of citizens as customer of administration. The tactical challenge is to deliver services to members of public along with dimensions such as quality, convenience and cost. E-services available on-line always.
- b) E-management or E-Administration: refers to the behind –the –scene information system supporting the management and administrative functions of public organisations, including data and information management, electronic records maintenance and cross –department flow of information. In this domain, e –governance deal particularly with improving management of government, from streamlining business processes to improving cross –departmental flow of information.
- c) E-democracy: In the context of e-democracy ICT is used as an instrument to help set agendas, establish priorities, make important policies and participate in their implementation in a deliberative way. Actually, e-democracy involves activities that increase citizen involvement in cyber campaigns, feedback polls and public surveys.
- d) E-commerce: This dimension is linked to business side of government interaction. The exchange of money for goods and services is conducted over the internet in e-commerce. For instance, citizens paying taxes and utility bills, renewing vehicle registrations, or government buying offices supplies and auctioning surplus equipment through on-line purchasing or e-procurement.

These e-governance policies were put in place to ensure accountable, efficiency and transparency in the delivery of government services in order to reposition Nigeria in the global economy.

E-governance and Productivity in the Public Sector

All over the world, governments adopt e-governance to ensure that efficiency, transparency, accountability and effectiveness are attained in the interactions between government and its citizens. The need to remain abreast with the ever changing environment of administration and communication is the main reason why government agencies at every strata has employed different approaches of ICT in their operations. In taking this initiative, a lot of investment has been made by many government to develop ICT infrastructures to improve stakeholder's efficiency and to minimize the cost of governance. (Kaliannan, et.al, 2009 cited in Azemi et.al, 2016). The adoption of e-governance can provide an outline for reducing the cost of communication, security, education and service to the citizens (Gant, 2008). The primary aim of e-governance is to facilitate interaction between government and the citizens, hence e-governance enhances the efficiency and flexibility of providing public goods and services (Nchuchuwe and Ojo, 2015).

Challenges of e-governance in Nigeria

Conventionally, the use of e-governance suggests that it refers to all activities of government using electronics or digital means. This suggests that information technology is useful in government activities such as education, health, agriculture, security and governance. However, a number of challenges and barriers have been associated with e-governance in the developing countries. According to the World Bank report of 2016, about 30% of e-governance projects failed because they were abandoned before completion while less than 20% are successful. In cases where the projects are successfully the implementation may be done haphazardly leading to poor outcome. Sometimes, poor implementation and lack of adequate regulation may even result to greater opportunities for corrupt practices and fraud (World Bank 2016). In line with the above, Adejuwon (2012); Kamar & Ongo'ndo (2007); Abasilim (2015) have summarized the challenges of implementing e-governance in Nigeria as:

1. Insufficient allocation of financial resources due to financial constraints and mixed government policies which has slowed down the rate at which E-governance is introduced.
2. Inadequate planning and political instability;
3. Insecurity of facilities as a result of inadequate manpower to manage the ICT facilities.

4. A reluctance to share information which has resulted in policies that deny access to information and the creation of “empty” government ministries websites with information of little value.
5. Inability of government to manage and implement E-governance programmes to facilitate the activities of government and subsequent low quality and insufficient e-content information from the grassroots level.
6. Inadequate personnel to oversee ICT programmes.
7. Irregular circulation of internet services and high cost of connection
8. Inaccessibility of e-governance sites by many citizens, especially those living in the rural communities with low literacy and income
9. Poor electricity supply;
10. The resistant to change attitude by the civil servants.

Service Delivery

The delivery of service in government departments has been and continues to draw attention from the external and internal environment. Service delivery is affected by various factors such as remuneration of its workforce, training, promotional procedures, and culture of the systems and among other factors (Budhiraja, 2005). However it is important to note that Service delivery in government ministries his highly depended on information-technology and the skills and knowledge of the employees who work in those ministries. Despite the existence of these ministries, the service deliveries they offer are questionable. Budhiraja (2005) noted that there is lack of transparency, efficiency, and unsecure delivery of services.

The availability of I.C.T and skilled workforce with good capacity for learning is essential for e-governance, along with other factors like leadership, regulatory frameworks, financial resources, organizational conditions, and Information and Technology infrastructure (Lau, 2003). They span: Leadership, Technology Management, Information Management, Performance Assessment, Project Management and

Information Technology. These skills are targeted at both specific categories of government employees like managers, IT specialists as well as public officers in general.

Settles (2005) notes that the process of implementing e-governance solutions requires new managerial and technical skills to plan, evaluate, manage, finance and integrate information systems as part of government operations.

According to Adegboyega, Tomasz, Elsa and Irshad (2007), Information Technology (IT) skills are technical skills necessary to implement e-governance in order to facilitate smooth service delivery through improved information management. These may include basic IT literacy for all employees, and technical skills for IT specialists to design and implement technical elements: hardware, software and communication of e-governance initiatives. Specific IT-skills may include: Strategy and Planning, System Development, System Implementation and Maintenance, and Service and User Support.

Information Technology and Public Service Delivery in Nigeria

Efficient flow of information is a necessary pre-condition for effective day-to-day business of government. Therefore, the use of ICT is essential in every aspect of citizens’-government interactions. ICT constitute a major element through which governments govern, manage its resources, offer services, and account for its performance (Heeks, 2002). Therefore, information and communication technology has become the driving force to improve public sector efficiency and effectiveness (Kenneth & Justin, 2004). According to OECD (2003), information technology is a tangible resource in form of equipment or interconnected system of equipment that comprises all methods of technology use to build, store, influence, manage, transmit, interchange, or receive information in its numerous forms. Public service delivery on the other hand, is about providing citizen with services of public interest such as healthcare, qualitative education, energy, transportation, water, and security of life and property. Unlike the demands for services and products from manufacturing firms, the strains on demands on public services are somewhat different and complicated. According to Steenhuisen (2009), the quality of public service delivery is a complicated notion and more importantly public service delivery in some circumstances suffers from cost and efficiency (Gajendra, Xi, & Li, 2014).

In reality, the provision of quality public services reinforces the social contract between government and citizens, which is a key measure of governance and potent indicator of the wellbeing of a society. Generally, providing public services is a top priority in both developed and developing nations and more important in fragile countries if they are to make progress towards the attainment of Millennium Development Goals (MDGs). Remarkably, citizen's perception of public service delivery in Nigeria is poor and fall short of expectations. Our desk-based literature review and keen observation also revealed number of shared issues as regard poor and detrimental impacts of service delivery outcomes in Nigeria. These consist of cases where government functionaries use services as patronage tools for political associates, remarkable disparities between federal states and local government policies and instances where citizens intentionally opt out of formal service provision mechanism and patronize on unregulated, and informal providers (such as security issues-vigilante and militants).

Benefits and Constraints of E-governance adoption in Nigeria

The significance of e-governance is closely connected to good governance and wellbeing of the citizens. In general, e-governance offer tremendous support and simplify government relationship with its key stakeholders (government agencies, citizen and business entity). Bakry (2004) maintains that deploying e-governance results into innovations in the governing and administrative process of a country. According to Fung and Hee (2002), e-governance represents a landmark opportunity to move a nation forward with qualitative, cost effective government services and improved relationship between citizens and government. Therefore, the adoption of e-governance initiatives to a large extent empower citizens (Gage, 2002) and help to develop relationships between governments and citizens by crafting innovative platform through which citizens are integrated to overall nation's development agenda (Gasco, 2003). The benefits of e-governance include improved operational efficiency, increased operational effectiveness, innovative processes and systems. Abasilimi and Edet (2015) highlighted the following as the benefits of e-governance: efficient delivery of government services to the public, better interactions with business organizations, and citizen empowerment through access to information and communication technology. In addition, e-governance offers support towards economic growth and poverty reduction, reinforcement of the tenets of good governance – (such as effectiveness, transparency, responsibility, and comprehensiveness) among others.

Notably, the adoption of ICT's to effectively offer public service to citizens is a big challenge in many developing countries, Nigeria inclusive. Remarkably, governments in developing countries are passionate about e-governance initiatives and have developed some level of information technology service, but the reality is that it remains a huge challenge to implement e-governance (West, 2005). The major reason is that e-governance is not easy to undertake. The aforementioned constraints among others deeply shape the disparity of the adoption levels and usage of e-governance initiatives in Nigeria and other developing countries compare to developed economies.

There is also no formal laws regulating e-governance adoption and its implementation in Nigeria is still very low (Yusuf, 2006). In other words, the use of IT regulatory structure in Nigeria has not been properly modernized to fully accommodate e-governance initiatives that are appropriate to Nigeria context (Garfunke, 2001). Similarly, in Nigeria, there is difficulty in meeting the demand for e-governance services, which further weaken the benefits of e-governance; in particular, the cost of internet which is the major platform for e-governance remains relatively high and prohibitive for majority of the citizens (Backus, 2001).

Aside from the fact that Nigeria has only undertaken restricted number of e-governance initiatives; which is akin to poor e-readiness, a large number of these e-governance initiatives have also failed to accomplish its intended goals and in some cases, abandoned prematurely (Ndou, 2004). Correspondingly, Nigeria government face the challenges of insufficient resources and capabilities to promote the technological and managerial knowledge required to successfully deploy e-governance services (Yusuf, 2006). Complicating the matter further is that Nigeria like other developing nations often adopts ICTs that are developed in the Western world and transfer to them which may pose context related challenges (Ndou, 2004). Other challenges to e-governance adoption and implementation highlighted in the literature are: infrastructure issue, regulatory law and public policy, digital divide and e-literacy, privacy and security concern, transparency and permanent accessibility, trustworthiness, and socio-cultural factors such as gender, poverty, literacy level, age, and social exclusion among others (Okot-Uma, & Rogers, 2004).

Theoretical Framework

The theoretical viewpoint of this study is the communications theory. The theory was proposed by Karl Deutsch and later expanded by other scholars such as Morton R. Davies, James Charlesworth, Vaughan A. Lewis, David H. Everson, and Joan Papard Paine. Communications theory is based on cybernetics, which is the science of communication as the major source of system control. Cybernetics are likened to information machines or tools like computers and other ICT targets that controls the flow of information in a system. The key idea of communication theory as argued by Nwachukwu & Pepple (2015) is that communication is the basics of all the political activities. When communications flow from top to bottom the political system would fast-track the implementation of government policies and improves the political life. Communication theory sees communication as the one of ingredients that makes a system effective.

Some of the major aspects of the theory are:

1. Human beings play an important role in steering and coordinating information flow in a system by using several channels to transmit information. This implies that without the efforts of humans, information cannot be communicated in and out of a system.
2. Political goals can be achieved through co-ordination and co-operation among people of society which is affected by communication.
3. Deutsch is also of the opinion that human habits of the citizens, determines the success of political decisions and habit is development through information gathered from communication. A good system maintains good communication and relationship among the agencies.
4. Another aspect of the communication theory is the feedback mechanism; Deutsch believes that feedback in a crucial stage in communication. Information is originated and transmitted to other systems or environment and then converted into decisions which are then disseminated around the system. These decisions are implemented and transmitted back through the feedback mechanism.

The relevance of communication theory to the study lies in its contributions to idea of e-governance.

Theory explains how information delivery in a political system determines its success. This is essential because information is the major component of any system network. Making decisions in any system is a function of the quality of information available to the leaders. The Nigerian public sector is cybernetic in nature with regards to its relationship to its environment. This implies that it is self-steering since it has the ability to develop mechanisms to collect, interpret and apply feedback in its decision making process. The theory also advocates the use of communication variables to enhance service delivery. Therefore, communication process is vital in any organisation as it provides the avenues for transmitting vital information on organizational activities. To achieve productivity in the public sector, employees should be able to communicate effectively among themselves and to the citizens and this can be achieved through effective e-governance system.

3. RESEARCH METHODOLOGY

Research Design

The survey descriptive research design technique was adopted for the single research work. The rationale for this method is because it focuses on people and result. This method is adopted for the purpose of collecting and gathering of an in-depth information and data for the effectiveness of the study through the secondary source of data.

Source of Data

The sources of data collection for this study are primary and Secondary Sources.

Population and Sample Size of the Study

The population of the study is the group of elements, people, items, data or other variables with the same characteristics and interest that the researcher studied. (Obazee and Abraham 2003). The population of this study comprises all the Two Hundred Sixty-Five (265) staff of the Independent National Electoral Commission (INEC), Monthly Report June, 2018).

The random sampling technique is used for this research under the probability sampling technique. The sample size for this study will be One Hundred and Twenty-Five (125) which represents about 47% of the total population. The questionnaires were distributed to this population

Method of Data Collection

Arising from the required information to enable the researcher meet the objectives of the study, the source of data collection where both the primary and secondary sources. The primary source will be administration of questionnaire and interview on the employees.

While some information like the review of related studies were gotten through secondary data source which consist of books, journals, previous research work and the internet. The INEC e-library was also visited during the process of research work.

The methods of data collection of this research are extensively discussed below.

a) Primary Data

These are data which have to be collected for a specific research at hand.

The primary will take the form of personal administered questionnaires to some selected employees, while others will be interviewed to get their opinion on the research topic.

(i) Questionnaire Design

The questionnaire employed in this study was divided into two (2) sections. The first section part "A" will deal with personal information for the respondents such as sex, age, marital status, religion, cadre, department etc., while the section "B" deals with the instrument that will be used to evaluate and measure the research topic. It is important to state that the questionnaire was designed in a way that it contained structured disguised questions to ensure that responses were not influenced or led to suspect an answer. Attempt will never be made to impress the respondents by the use of unusual words.

The purpose of designing the questionnaire in this form is to allow the application of statistical methods in analyzing the data collected. The type of questionnaire adopted for this study is the Likert-Type questionnaire. It is a special type of multiple choice questions suitable for obtaining the respondents evaluation of an object. The Likert-Type question indicates the extent to which the respondents agree or disagree with a given statement. The answers ranges from agree, disagree and undecided.

(b) Secondary Data

This consists of existing information which may be useful for a specific research at hand. In collecting secondary data, the researcher made use of textbooks, marketing journals, relevant articles and Internet. The bulk of these secondary data were obtained from the INEC e- library. The reason for making use of secondary data is economical, easily available, and speedy and could be taken with complete confidentiality.

Method of Data Analysis

The researchers administered a questionnaire to staff of Independent National Electoral Commission (INEC). The questionnaires were administered using a drop and pick later method. Secondary data was also collected for this study from published materials at the Commission. E-library the questionnaire was prepared on a five point likert scale ranging from strongly agree to strongly disagree. This assisted in measuring the respondents level of agreement with each statement which helped in interpretation on how e-governance had affected service delivery in Independent National Electoral Commission (INEC).

4. DISCUSSION OF FINDINGS

The findings of the study established that 59.4% of the respondents had worked in the commission for over 15 years with 25.0% of the respondents indicating that they had worked in the commission for 11-15 years. Regarding the effects of e-governance on service delivery, the study established that majority of the respondents was in agreement that implementation of e-governance had allowed database sharing followed by 31.3% of the respondents who strongly agreed

that implementation of e-governance had allowed database sharing. The study found out that 59.4% of the respondents were strongly in agreement that implementation of e-governance had reduced the time taken to process a transaction. Regarding their effects of e-governance implementation on record keeping, 84.4% of the respondents strongly agreed that implementation of e-governance had improved record management. The findings of the study established that 43.8% of the respondents were in disagreement that implementation of e-governance had enabled citizens to access some facilities online. With regard to credibility, the findings of the study established that 40.6% of the respondents agreed that implementation of e-governance had increased credibility, competence and service responsiveness in INEC. with 37.5% of the respondents disagreeing. With regard to head count at the Commission, findings of the study further established that majority of the respondents were in disagreement that implementation of e-governance had seen a reduction in head count at the commission. The study findings established that 43.8% of the respondents agreed that implementation of e-governance had reduced constraints in Independent National Electoral Commission. The findings of the study further established that 43.8% of the respondents rated the present e-governance services as effective. The study findings established that the implementation of e-governance had affected services delivery in Independent National Electoral Commission to a great extent. However, it is identified with constraints like Lack of ICT Infrastructure, Attitude or resistance to change, Lack of funding and inadequate security of manpower to manage ICT facilities among others.

5. CONCLUSION

This study examines the emerging role of e-governance in promoting service delivery in Independent National Electoral Commission (INEC) Nigeria. The enabling role of the information and communication technology (ICT) in the delivery of services to the public sector has gained improved acceptance and recognition. Thus, technology and the systems used in e-governance program offer a roadmap for efficient delivery of services in the public sector. The adoption of e-governance within the public sector in Nigeria has become imperative in enhancing public participation, to observe and assess government projects, safeguarding government accountability and transparency, as well as transmitting information among the citizens', business community, and government. Therefore, e-governance if implemented correctly can increase current the level of government services, increase accountability, lessens costs of governance, and result in more accurate and well-organized service delivery system in Nigeria. Although it is vital to state that developing countries, Nigeria inclusive are not alone in the travail of high levels of failure with e-governance initiatives. Nonetheless, they do face peculiar constraints that emanate from two obvious challenges: i.e. lack of e-readiness and wide adoption gaps. Therefore, Nigeria desire to reconstruct the fragile nature of her economy and by extension legitimacy of the government can be strengthen through the adoption and implementation of e-governance initiatives.

6. RECOMMENDATIONS

In the light of the discussion, conclusion, and implications drawn from this study; the following recommendations were offered.

1. There is need for strong political will and commitment toward the adoption and implementation of e-governance in Nigeria to drive the process of public sector reform for accelerated service delivery. Therefore, government should intensify effort towards the development of policy framework that will enhance Nigeria's global information infrastructure at national, state, and local government levels by adopting emerging satellite technologies such as VSAT, fibre optic networks, high speed gateways and broad band/multimedia equipment that is most suitable to our local needs. Other measures that will aid the accomplishment of the aforementioned goal is to restructure the education system at all levels to respond effectively to the challenges and perceived impact of the information age, and allocation of satisfactory budgetary inflow to fund special IT development programme among others.
2. Nigeria government should establish IT Parks in Nigeria to serve as incubating centers for the development of software applications instead of raw importation of information technology from the Western world. This will assist in addressing information technology open standards that will further liberalize and enhance the Nigeria's fiscal measures including incentives to make IT more affordable to the citizenry.
3. The provision of e-governance services should be broadened to encourage multi-channel access to ICTs so as to minimize the digital divide through the adoption of cost-effective technologies that will ensure ease of use, as well as improved quality, convenience and accessibility of information and services of government to all categories of user, regardless of individual, social or cultural factors or geographical location.

4. The study believes that Independent National Electoral Commission (INEC) should paid attention human resources development strategies with appropriate training packages to enhance e-governance for service delivery.
5. This study focused on investigating the effects of e-governance and service delivery in Independent National Electoral Commission (INEC). More research needs to be done on the challenges which e-governance implementation process in the government ministries.

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