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Chapter 1

TRANSFORMING PUBLIC SERVICE DELIVERY FROM THE *LINE* TO *ONLINE* IN NIGERIA: HOW FAR?

Afees Olumide HASSAN,
Abdulrasaq Ajadi ISHOLA,
&
Abdulrazaq Kayode ABDULKAREEM

Introduction

Lincoln's dictum of "government of the people, by the people and for the people", has assumed a prominent point of reference when defining democracy and by extension good governance. Yet, the mode of governance across the world is far from this perspective (Parent, Vandebeek & Gemino, 2005). This is because of the social contract that binds the government to the citizens in the State. This social contract connects the people to the state through legitimacy, which requires that social services be delivered effectively and efficiently by the government in return for the loyalty and commitment of the people. In essence, the overall image of any government depends on the goodwill, legitimacy and performance trust her citizens reposed in her.

Many developing countries have failed in their mandate of effective and efficient social service delivery and ensuring prudence in public spending (Adah, 2015) This failure has culminated into a sour relationship between the citizens and their governments. In the search of public service delivery improvement strategies to restore some seemingly lost confidence, governments around the globe continue to embrace digital innovations to revolutionize service delivery. This innovation in Information and Communication Technology (ICT) in governance has remained the cornerstone in savaging the menace of poor social service delivery. The

rhetorical question daring third world nations in the face in the wake of this new technology opportunities remains: why serve the citizens *on the line* when you can serve them better *online*? This study investigates e-public service delivery implementation as an overhauling strategy for effective and efficient public service delivery in Nigeria.

Literature Review

The incorporation of ICT into governance has given birth to several concepts in the social sciences. Prominent among these are; e-government; e-governance; e-policing; e-filling; e-voting etc. e-government and e-governance are often used interchangeably though there are significant differences in their meaning and audiences (Singh & Sharma, 2009). With new technology, the headaches of doing business with the government are eliminated as citizens can now do much of the work themselves (Denhardt & Denhardt, 2009). e-governance is more encompassing than e-government, which is only concerned with social service delivery using ICT in a bid to facilitate a change in the perception of the citizens towards their governments (Lim, Masrom & Din, 2013).

e-Government

The concept of e-Government is a cogent subject of discussion in public service delivery literature for over a decade now (Fountain, 2001; Garson, 2003; West, 2005; Heeks, 2006). However, e-government is not constrained to the field of public administration alone, rather it is multidisciplinary in nature as it covers fields like Information System, Political Science, Information Technology and Computer Science. E-Government is still a new phenomenon where ideas are still pouring out from scholars and its practitioners. Thus, it is devoid of a standard and universal definition (Reddick, 2010).

The term can simply be described as summing up 'government-as-usual plus ICT'. e-Government is a clear move away from the status quo as it is not about business as usual. Instead, it redirects focus on the use of ICT to rebrand the structures and procedures of governance (Alshehri & Drew, 2010). According to former President Obasanjo (Rtd), cited in Adeyeye and Aladesanmi (2011), e-Government is "the use of information & communication technologies, to improve the efficiency, effectiveness, transparency, and accountability of governance through implementing data warehousing and integrated decision support system to manage the modern economy for the benefit of the governed."

However, further definitions of e-Government show that there are variations in the submissions of scholars. Some view e-government as an end in itself while others see it as a means to an end. To the former, one of the cardinal duties of government is service delivery efficiently and effectively and e-government provides the platform to do just that. Thus, the successful implementation of e-public service delivery marks the realization of the prominent objectives of the government.

The European Commission, (2003), for instance, posits that e-government is the use of ICT in public administration combined with structural and skills improvement to enhance public services, promote democratic dividends and strengthen support for public policies. Similar to the European Commission's view is the perception of Denhardt & Denhardt (2009) and Olowu (2004), who conceptualize e-government as a tool for service delivery. That is the adoption of "all the information and communication technology platforms and applications in the public sector or the use of the internet for delivering government information and services to citizens". Buttress this perspective, Adah (2015) described e-government as a double-lane communication process that deals with the use of ICT to deliver public services while ensuring unfettered access to such services to citizens. Practically, e-government entails the adoption of new leadership orientation, mechanism of decisions making and investment, new ways of making social services available to citizens, a genuine way of listening and responding to needs of the public in addition to new ways of organizing and delivering public information and services. Dhamodharam & Saminathan (2011) termed e-government as the government's use of ICT tools specifically web-based internet applications to facilitate access to and delivery of public information and service to citizens, businesses and government departments. In the words of Jalali & Khorasani (2012), the idea of e-government depicts service delivery and information exchange both within the organizations (Intra-Governmental) and outside them (Inter-Governmental) that are observed using various technical tools and is seen as a mutual engagement between government and citizens, non-profit organizations, business persons, employees and the government itself is enhanced. Concisely, a common understanding in this service delivery group is that e-government refers to the application of ICTs, particularly web-based platforms, to provide cheaper, effective, easier and faster access to government services.

E-Government, to the other category of scholars, is a means through which political values and mandates are being fulfilled. In this perspective, through e-public service delivery, popular participation can be engendered, transparency can be achieved and accountability enshrined. To back up the idea, Al-Hakim (2007) submitted that e-Government denotes the use of ICTs by the government to improve the way public administration interacts with citizens and businesses and to improve the efficiency of the administrative process. Similarly, Means and Schneider (2000) examined the concept from the perspective of the relationships between governments, their customers (businesses, other governments, and citizens) and suppliers by the use of the internet. More discretely, Lawson (1998) describes e-government as "transferring power to people, by operating in a one-stop, non-stop way, and doing more for less". In the view of Heichlinger (2004), citizens are focal to the idea of e-government, so he defined "e-Government as a set of activities supported by information systems with the aim of improving the relationships between government institutions and citizens." The constant mention of "government-citizen relationship" in the above definitions portrays an element of politics. To Davies (2015), e-Government refers to concerted efforts of public authorities to use information and communication technologies to better public services delivery and increase democratic participation. Conclusively, e-Government possesses the potentials to transform government to be more prudent, accountable and responsive to the citizens (Reddick, 2010).

Despite the scope disparity between the presented perspectives, there are still many common threads in their ideas and they are the use of Information and Communication Technologies (ICTs): its ability to transform government and make it more responsive and accountable to citizens through participation and service delivery. However, this study shall adopt the perspective of the former that takes e-government as a means to an end where e-government was defined as the use of IT to deliver social services effectively and efficiently. Sequel to this, e-government, therefore, assumes the substitute for e-public service delivery.

Implementation stages of e-Government

There is an absence of uniformity of typology in the stages of e-government in literature. However, the UN e-government survey (2004, 2005, and 2008) and Palvia & Sharma (2007 cited in Adah, 2015) spelt out five stages for web measure index – emerging, enhanced, interactive, transaction, and connected.

In the UN e-government survey of the year 2010, the stages were reduced to four (4) as "interactive" was merged with "transactional," and renamed "seamless" as "connected," establishing a four-stage order of emerging, enhanced, transactional, and connected. However, this study adopts the more elaborate five (5) levels of e-government implementation. The explanation of these stages become important in a bid to correctly locate where Nigeria lies in the scheme of e-government adoption.

Emerging stage

This stage is characterized by basic information on public programmes, policy, governance, relevant documentation, and extent of public services available. At this stage, some isolated government websites are provided, and they provide users with simple organizational or political information but without much activity (Adeyemo, 2011). Citizens are easily able to get basic government information in small scope and pertain to only specific issues on what is recent in the national government (Adah, 2015).

Enhanced stage

Government websites create a one-way or simple dual e-communication channel between government and citizens; a few public-policy records like e-government policy statements, specific education and health policy records (Adah, 2015). The websites have audio and video capabilities and are multi-lingual. Similarly, Oni, Okunoye & Mbarika (2016) explained that the content of e-government should be geared towards open administration, publicity and provision of unique and innovative services to citizens.

Interactive stage

In this stage, the service portal is expected to create a two-way channel of information exchange that will facilitate the documentation of requests and complaints while passing the appropriate response to the enquirers.

Through a system like this, the government's presence on the internet expands drastically by moving towards the interactive mode with access to a significant number of government institutions and services (Adeyemo, 2011).

Transactional stage

Public websites engage in dual communication with their citizens, including but not limited to receiving inputs on government policies, programmes and regulations (Adeyemo, 2011). A significant number of electronic authentication of the citizen's identity is needed to effectively complete the inter-change. Government websites handle non-financial transactions like uploading forms, licenses, filing taxes online and permits. They also process financial transactions on a secured government network.

Connected stage

In this stage, all government institutions, departments and agencies are linked on a single network. Here, duplication of details has been prevented as a central data bank feeds all government outfits. This is the most advance stage of e-government implementation. e-voting, e-learning, e-justice and so on are a few public services available at this stage.

The above represented the various stages to which e-government implementation is broken into according to UN-DESA (see: UN e-government survey 2004, 2005, and 2008).

e-Public Service Delivery in Nigeria: The Journey so far.

The innovation in ICT and the emergence of the Internet were strong pushers in the movement from an industrial to an information age (Wirtz & Daiser, 2015). The world has assumed a global village where all nations strive to attain a significant level of electronic governance that involves the use of ICTs to deliver government services (Adah, 2015). Nigeria is regarded as the giant of Africa in the international community; this attachment emanated from her enormous population, considerately large landmass and not necessarily because of its advancement in information and communication technology. However, the need to combat rising levels of corruption, inefficiency and ineffectiveness in the public sector led to the decision to take governance to the next level by ensuring the presence

of government online. This is established in a speech of former president Obasanjo when he stressed that his administration has been centred on reorientation and reorganization of the civil service and public officials by changing the business as usual (corrupt, bureaucratic, and inefficient) default system to a transparent, efficient, productive and participatory one. Moreover, he continued that his administration has taken a bold step to re-engineer the backroom engine to institutionalize an "effective system through computer-assisted modern processes known as e-government" (Obasanjo, 2004). In a collaborating view, a top government official in the Ministry of Science and Technology buttressed the need for e-government as a change element in the Nigerian public service. He described e-government as:

> *...a hurricane that nobody, not even a President can stop. Can you see a President stopping a hurricane? He cannot. No dictator, for instance, can tell you that you cannot send an e-mail... One way to diminish [419] fraudsters are to have proper data and proper documentation which IT [introduces].*

Aside the presented political vocal attention paid to the e-government project, history reveals that the application of computer in the conduct of public governance in Nigeria dated back to the year 1948 when the British colonialists installed it at the Nigerian Port Authority. Later in the 70s, the Nigerian government promulgated an indigenization decree that set apart business categories for Nigerians only and the computer business was one such area. This move allows indigenous citizens to set up businesses in the importation and sale of computers and the long run, the number of computers in the country experienced a serious boost (UNU, 2004). In furtherance to this, by the late 1970s, the Nigerian government established the Central Computer Committee (CCC), that is charged with the responsibility of creating standards for users and vendors of computers in Nigeria and develop inputs for the national policy on computing. However, the Nigerian Communication Commission (NCC) that was formed in 1992 was reactivated in 2000 and since then the e-government implementation framework has rolled-out several "citizen-centric projects" (Agunloye, 2007).

The National Telecommunications Act was established to serve as the regulatory framework for all ICT related issues. To realize the objectives of the National Policy, the government established the National Technology Development Agency (NITDA), which is under the auspices of the Ministry of Science, and Technology to implement the policy frameworks (NITDA, 2001). The rapid emergence and growth of Information and Communication Technologies (ICTs) in everyday life of citizens has thereby pushed the Nigerian government to transform itself into an electronic government (e-government) to better serve the citizens. In furtherance to the e-government journey, Akunyili (2010) while delivering a speech at the World Congress on Information Technology in Amsterdam stated that the common characteristic of e-government is the automation of the initial paper-centred processes to enhance access to public services. More importantly, it seeks to strengthen government's drive towards efficiency in governance and increased transparency in the management of resources, for national growth and development.

Sequel to the concerted effort of the government in the adoption of e-government between 2011 and 2013, mobile applications and channels that can directly enhance poverty alleviation, gender mainstreaming, social inclusion and disaster management were designed and operationalized. More interestingly, the creation of National Service Portal in 2013 marked a significant epoch in the Nigeria e-public service delivery project. The portal offers a number of interconnection between government Ministries, Departments, and Agencies (MDAs). Comments from unofficial quarters show that the portal has been very helpful in citizens' access to Government services in the short run while it has the potential of facilitating transparency in governance and the long run, trust in the government.

Nigeria is currently experiencing slow but steady growth in the ICT sector. In a recent ranking by the United Nations in 2020 on e-government implementation around the world, Nigeria was positioned 141th of the 193 United Nation Member States with the following breakdown: 0.4406 on Global Development Index (GDI), 0.4507 on Human Capital Index (HCI), 0.5176 on Online Service Index (OSI) and 0.3534 on Telecommunication Infrastructure Index (TII) (UNDESA, 2020). Although this indicated an

improvement on the 2018 ranking that placed Nigeria on the 143rd position with 0.38 on GDI; 0.19 in TII and 0.43 in HCI. Similarly, in 2016, Nigeria recorded a Middle Online Service Index (OSI) and e-Government Development Index (EGDI) placement between 0.25 and 0.50 and on "enhanced stage" (UNDESA, 2016).

In comparison with other developing countries of Africa, Nigeria is not making commendable progress in its e-government project. This could be due to the low level of acceptance of e-public service delivery projects by the citizens or the implementation standard as adopted by the government does not conform to international standard.

Methodology

The study assesses the level of e-government implementation in Nigeria using web measurement index. The websites of eight (8) purposively selected Federal agencies in Nigeria were assessed in line with UN–DESA's 5-stage web maturity model, viz: emerging, enhanced, interactive, transactional and connected. The agencies are Corporate Affairs Commission (CAC), Nigerian Customs Service (NCS), Federal Inland Revenue Service (FIRS) and Federal Road Safety Commission (FRSC). Others are the National Agency for Food and Drug Administration and Control (NAFDAC), Nigerian Immigration Service (NIS), National Identity Management Commission (NIMC) and National Youth Service Corps (NYSC). Their selection was based on the ground that they constitute the foremost online public service delivery agencies in Nigeria.

The level of e-government implementation for each agency along the 5 stages was determined by a regular assessment of web features adopted from (Centre for Public Policy of the Brown University (CPP–BU) e-government ranking series, which were blended with UN–DESA's features identified in each of the 5 stages, making a total of 28 features. The features were the availability of the website, availability of contact address/information on the website, provision of basic information about the ministry (about us), the presence of documents, laws, regulations, privacy policy statement, security policy statement, foreign language support, disability access and web personalization. Others were newsletters, audio clips, video clips, reports, downloadable forms, online

applications and availability of e-mail contact. Also on the list were; availability of online payments, online access to services paid for, digital signature, exchange of emails across levels of interactions and areas to post comments or lodge complaints. Included are; e-participation and citizens' engagement in decision making, inter and intra agency connections (Government agencies), infrastructure connection, and connections among stakeholders (Government, the private sector, citizens, NGOs, civil society groups etc.).

In the measurement, the researcher worked with 1 assistant to make 2 assessors. Each assessor visited the websites of the eight (8) agencies twice a week (Monday and Friday) to observe the 28 features for consecutive 4 weeks (making 8 visits). Each agency was scored 1 for each of the 28 features if available per visit and 0 if not available. For features that required updating, the agency was scored 1 point per feature updated each week and 0 for the failure of an update. The average score of each website was computed to ascertain the actual implementation level of each selected agency.

Data Presentation and Analysis

At the emerging stage, as shown in Table 1, all the selected agencies have fully emerged as they all score 100% in the three features examined on their websites. It is therefore concluded that e-government implementation has fully emerged in the selected agencies.

Table 1: Stage 1: Emerging Stage of Implementation

INDICES		AGENCIES							
		CAC	NCS	FIRS	FRSC	NAFDAC	NIS	NIMC	NYSC
Web site	2	2	2	2	2	2	2	2	2
Contact address	2	2	2	2	2	2	2	2	2
About us	2	2	2	2	2	2	2	2	2
TOTAL SCORE	6	6	6	6	6	6	6	6	6
Percentage (%)	100	100	100	100	100	100	100	100	100

Source: Field Survey, 2019

For the enhanced stage, 12 features were examined as shown in Table 2 below. A maximum of 2 points was awardable for each feature that required no update i.e. presence of documents, laws; regulations, privacy policy statement, security policy statement, foreign language support, disability access and web personalisation. For the features that required

update, maximum of 2 points each was awardable during the first week of examination, while a maximum of 3 points each was awardable during the subsequent 3 weeks. The additional 1 point was awarded only where the feature was updated. A maximum of 28 points was awardable in all for the 12 features. However, all the selected agencies had Documents, Reports, Law, Regulations and Newsletters on their sites. Also, only NAFDAC, NIS and NYSC did not have Privacy Policy statement. Similarly, only NCS has Security Policy Statement, while FIRS, NIMC and NYSC had video clips on their sites. It was also observed that none of the selected agencies had Audio Clip, Foreign Language Support, Disability Access and Web personalisation. Conclusively, the agencies recorded different grades in this stage with NCS and NIMC scoring 50% of the total obtainable score. In a similar stance, CAC, FIRS and FRSC scored 42.5% while NAFDAC, NIS and NYSC recorded 35.7% that represented the lowest of the scores.

Table 2: Stage 2: Enhanced Stage of Implementation

INDICES		AGENCIES							
		CAC	NCS	FIRS	FRSC	NAFDAC	NIS	NIMC	NYSC
Documents	2	2	2	2	2	2	2	2	0
Reports (+ Update)	3	2	2	2	2	2	2	2	2
Laws	2	2	2	2	2	2	2	2	2
Regulations	2	2	2	2	2	2	2	2	2
Newsletters (+ Update)	3	2	2	2	2	2	2	2	2
Privacy policy statement	2	2	2	2	2	0	0	2	0
Security policy statement	2	0	2	0	0	0	0	0	0
Audio clips (+ Update)	3	0	0	0	0	0	0	0	0
Video clips (+ Update)	3	0	0	2	0	0	0	2	2
Foreign language support	2	2	0	0	0	0	0	0	0
Disability access	2	0	0	0	0	0	0	0	0
Web personalisation	2	0	0	0	0	0	0	0	0
TOTAL SCORE	28	12	14	12	12	10	10	14	10
Percentage (%)	100	42.9	50	42.9	42.9	35.7	35.7	50	35.7

Source: Field Survey, 2019

It can therefore be inferred from the above that the average score in percentage is 42% and this did not meet the standard 70% minimum score for the full implementation of the enhanced stage of e-government implementation as stated in the CPP–BU e-government ranking series and the UN – DESA's 5-stage web maturity model.

In the interactive stage, only three features were examined and four of the selected agencies, which were; CAC, FIRS, FRSC and NIS scored 100% of the total obtainable points while NCS, NAFDAC, NIMC and NYSC recorded 66.7% each. The average score in this stage was 83.4% and going by the stipulation of the CPP–BU e-government ranking series and the UN – DESA's 5-stage web maturity model that with 70% of the total score, the agencies were qualified to be described as having fully implemented the Interactive stage criteria of e-government implementation.

Table 3: Stage 3: Interactive Stage of Implementation

INDICES		AGENCIES							
		CAC	NCS	FIRS	FRSC	NAFDAC	NIS	NIMC	NYSC
Downloadable forms	2	2	2	2	2	2	2	0	0
Applications	2	2	0	2	2	0	2	2	2
e-mail contact	2	2	2	2	2	2	2	2	2
TOTAL SCORE	6	6	4	6	6	4	6	4	4
Percentage (%)	100	100	66.7	100	100	66.7	100	66.7	66.7

Source: Field Survey, 2019

Of all the observed agencies at the Transactional stage in Table 4, only the CAC met the minimum requirement of this stage by recording 60% of the total obtainable points which was above the 50% pass mark, going by the stipulation of the CPP–BU e-government ranking series and the UN – DESA's 5-stage web maturity model. FIRS, FRSC and NIS score 40% while NAFDAC and NIMC did not possess any of the features sought in this stage and thereby recording 0%. The average score was 2.75 and this represented a paltry 27.5%. It was therefore glaring that e-government implementation in Nigeria has not fully entered into the Transactional stage.

Table 4: Stage 4: Transactional Stage of Implementation

INDICES		AGENCIES							
		CAC	NCS	FIRS	FRSC	NAFDAC	NIS	NIMC	NYSC
Online payments	2	2	0	2	2	0	2	0	0
Online access to services paid for	2	2	0	2	2	0	2	0	2
Digital Signature	2	0	0	0	0	0	0	0	0
Exchange of mails across levels of interactions (G2C, G2G, G2E, G2B)	2	0	0	0	0	0	0	0	0
Areas to post comments or lodge complaints	2	2	2	0	0	0	0	0	0
TOTAL SCORE	10	6	2	4	4	0	4	0	2
Percentage (%)	100	60	20	40	40	0	40	0	20

Source: Field Survey, 2019

At the connected stage of e-government implementation in Table 5, none of the forefront federal agencies met the minimum requirement of this stage as only the NCS scored 4 out of the 12 maximum points and this translate to only 33.3% of the total obtainable points. The average score in percentage stood at 10.4%. Given this, it can be concluded that e-public service delivery implementation in Nigeria is fluctuating as certain features in the lower implementation stages are not required at the immediate implementation stage. This is because it did not fulfil the requirements fully in many of the stages before embarking on the features on the next stages. However, the implementation is beyond the interactive stage but yet to be established at the Transactional stage and the government still has a lot to do to fully achieve this feat.

Table 5: Stage 5: Connected Stage of Implementation

INDICES		AGENCIES							
		CAC	NCS	FIRS	FRSC	NAFDAC	NIS	NIMC	NYSC
e-participation and citizens' engagement in decision making	4	0	0	0	0	0	0	0	0
Horizontal connections (govt. agencies)	2	0	2	0	2	0	0	2	0
Vertical connections (central, regional and local agencies)	2	0	0	0	0	0	0	0	0
Infrastructure connection	2	0	0	0	0	0	0	0	0
Connections among stakeholders (Govt., private sector, citizens, NGOs, civil society groups etc.)	2	0	2	0	0	2	0	0	0
TOTAL SCORE	12	0	4	0	2	2	0	2	0
Percentage (%)	100	0	33.3	0	16.7	16.7	0	16.7	0

Source: Field Survey, 2019

Discussion of findings

The metrics used in this study to measure the extent of e-government implementation were as recommended by the CPP–BU e-government ranking series and the UN–DESA's 5-stage web maturity model. Flowing from the data presented above, the study found that the e-government adoption stages are not incremental in nature. That is, what is required at a lower stage are not necessarily a requirement to make it through the next stage. This accounted for the inability of certain agencies to pass a lower stage of e-government implementation while scoring the required pass mark in a later stage. However, some similar studies shared this dilemma. For instance, in tangent with the finding of this study that places Nigeria on the interactive stage, Adeyemo (2011) supported that the existing government websites in Nigeria only have the capacity for petty exchange of data instead of facilitating a dual means of communication and interaction between the state and the citizens. In a different submission but using the same metrics although, across varied years, the UN e-government rating in 2016 and Riddick (2010) placed Nigeria on the "enhanced stage". In between the years of UN report and the study by Riddick, Hassan (2014) noted that Nigeria's e-government implementation in the ministries had not seriously gone beyond the starting point. The only exception was the National Service Portal . Still, on the argument, Hassan (2017) while investigating Seven (7) purposively selected Federal

Ministries, in addition to the National Service Portal, for the assessment (using CPP–BU e-government ranking series, blended with UN–DESA's model) found that electronic service delivery by the Ministries had still not significantly gone beyond emerging stage. He, however, singled out the National Service Portal, which was found to be highly interactive and transactional. The debate on e-government implementation is an unending exercise that is likely to always generate conflicting result especially given the fluctuating government commitment to the project. Nevertheless, this study has debunked some of the earlier submissions as the infrastructure on the ground as at the year 2019 is far beyond what is required at the enhanced stage but certainly cannot support the connected stage of e-government implementation as noted by Hassan. Like its contemporaries, this study is limited to a web index analysis focusing the websites of selected Federal Agencies. Subsequent efforts need to be directed at exploring cloud computing in public service delivery that is fast attracting academic attention.

Conclusion and Recommendations

On the extent of e-Government implementation in Nigeria, the study places the country on the interactive stage. The basic reason for this can be attributed to the absence of a database infrastructure that can create a common platform for government MDAs to access, review and authenticate public data. It is important to stress that the NIMC as a data management institution is just working towards the attainment of this. In tangent with this finding is the submission of Adeyemo (2011) who held that the existing government websites in Nigeria only have the capacity for petty exchange of data instead of facilitating a dual means of communication and interaction between the state and the citizens. In a comprehensive report of the UN e-government rating, Nigeria is placed at the Middle Online Service Index (OSI) and e-Government Development Index (EGDI) (Between 0.25 and 0.50) and on "enhanced stage" (UNDESA, 2016 and Reddick, 2010). On a contrary perspective, Hassan (2014) contradicts the above rating as his study reveals that as at the year 2013, Nigeria is already at the connected stage of e-government adoption. Nevertheless, this study has debunked the two submissions as the infrastructure on the ground as at the year 2017 is far beyond what is required at the enhanced stage but certainly cannot support the connected stage of e-government implementation in Nigeria.

Based on the foregoing, this paper recommends that all structures of governance in Nigeria should adopt best practices with corresponding ICT infrastructures (state of the art technology) to modernize or digitize public service delivery processes and/or procedures.

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