

Research Article

Electronic Governance and Service Delivery in Federal Civil Service Commission: 2010-2017

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Received: Feb 27, 2020

Accepted: Mar 17, 2020

Published: Mar 21, 2020

Abstract: Electronic governance has lately assumed dominance across the globe as the world goes digital. The importance of this cannot be over stressed. The work examines how e-governance can improve service delivery in the Federal Civil Service Commission being a veritable tool to realising a digitalised public service. The study was guided by the communication theory, its suitability stem from the point of fact that it is a theory that deals with the technology of the transmission of information between people, people and people, machine and machine. Both secondary and primary source of data collection was used, interviews were conducted and questionnaire were administered to complement existing and relevant literatures. The study reveals that e-governance in Federal Civil Service Commission will improve service delivery in relation to the core mandate of the commission, however it will lead to staff redundancy or downsizing. The preparedness of the commission towards this drive however remains doubtful. It is therefore recommended that the government must show some relative level of commitment for this to work, particularly in the area of finance as e-governance project is capital intensive.

Keywords: e-Governance, e-Government, Service delivery, Information and Communication Technology (ICT).

Introduction

Nigeria is a country that has always posed a paradox to the international community in terms of its level of social, economic and political development. This is reflected in the low ranking index it gets in international surveys despite the effort to develop its infrastructure and human capital. Nigeria has the fastest growing and most lucrative Telecommunications, and Information and Communications Technology (ICT) market in Africa (Akunyili, 2010). Yet in spite of this obvious and significant progress, is still being ranked low in e-governance. In the modern information society, innovations in information and communication technology have influenced citizens' behavior with great impact in the ways they work and communicate. This information technology-induced development alters social and cultural as well as commercial and administrative structures. Especially the Internet, which allows various forms of information access, interaction opportunities, as well as knowledge creation and sharing, hence, intensifying the digital transformation (Dawes, 2008).

Electronic Governance or Digital Governance emerged in the late 1990's. Since then it spurred several scientific conferences and journals particularly in Europe and America. The field grew considerably in size, both its contents and position with respect to other research fields and disciplines. The Nigeria Public service has undergone changes and transformation over the years, unfortunately, successive reforms have not made significant impact to

repositioning the Public sector for efficiency and effectiveness. Hence, while other sectors apply the e-process seamlessly, the public sector is increasingly experiencing difficulties in adopting the e-Governance solutions that provide easy access to data and made interaction seamless across spheres. The public sector needs to fundamentally move away from the traditional bureaucratic ways to a more seamless way of administration that satisfies the needs and requirements of public stakeholders. The ultimate goal of public service is to deliver services to the populace, in line with the democratic ideals of new Nigeria.

The relevance of The Federal Civil Service Commission to drive the e-Governance process in the public service cannot be over emphasized. It remains a veritable tool to releasing a digitalized public service. The relevance of the commission is dependent on the relevance of civil servants. Civil service as a government institution plays important part in ensuring that government policies result in tangible services for the populace. With the emergence of the modern state, the civil service in post-colonial Africa countries evolved not only to formulate policies but also to effectively implement such. In this regards, the civil service is an institution saddled with the responsibility of designing, formulating and implementing public policy, and discharge government functions, and development programs in an effective and efficient way, in a nutshell, the civil service manned by the civil servants is the engine box that drive the affairs of the government. Therefore, without the body of professional civil servants, national government cannot function effectively, giving this background therefore, a cursory focus on the agency responsible for the recruitment, promotion and discipline of these personnel is salient. The federal civil service commission is responsible for employing, promotion and discipline of public servants who are supposed to be the engine to drive the e-Governance, hence, recruitment and promotion and other personal development should be ICT driven.

Conceptual Framework

Electronic Governance: The concept of e-Governance got dominance only recently. It was coined about a decade ago after the success of electronic commerce to represent a public sector equivalent of e-commerce. The global shifts towards improved deployment of information technology (IT) by governments began in the nineties, with the advent of the World Wide Web (WWW). The European Union laid the foundations of what is today known as e-governance in its first action-plan blue print named “Europe 2002, an Information Society for All” at Feira European Council. The European Union views e-governance as a mechanism for connecting civil society and businesses to the government and the modernization of public sector through the use of information and communication technologies. Definitions of e-Governance abound. The definition of the concept of e-Governance and its evolution in recent time has been the focus of a large body of research (Fang, 2002). More or less restrictive definitions of e-Governance have been given, but there is still no unique definition of the term (Yildiz, 2004). Nevertheless, it has been generally recognized that e-Governance offers a huge potential to increase the impact of government activities for citizens (Fang, 2002). This shows that the interpretation of e-Governance is quite broad and divergent.

The fundamental notion guiding the operationalization of electronic governance is the construct “governance”. In general term, e-governance represents fundamental changes in the way government establishments’ work, share information, and offer services to internal and external customers rather than visibility of government website on the internet. Moon (2002) defined electronic governance as the application of information and communication technologies (ICT) to plan, implement, and monitor government activities, and projects.

Accordingly, e-governance progressed on the basis of the revolution in ICT which is founded in digital technologies such as personal computers, mobile phones among others. The proliferation according to Danfulani (2013) progressively facilitated the easy transfer of information and services between the government and the society.

General definition describes e-Governance as the use of information and communication technologies (ICT) to transform government by making it more accessible, effective and accountable. E-Governance refers to the use of information technologies (such as the Internet, the World Wide Web, and mobile computing) by government agencies that can transform their relationship with citizens, businesses, different areas of government, and other governments. These technologies help deliver government services to citizens, improve interactions with businesses and industries, and provide access to information (Moon, 2002). E-Governance refers to the use of information and communication technologies, particularly the internet, to deliver government information and services. E-Governance is understood as the use of ICT to promote more efficient and cost effective government, facilitate more convenient government services, allow greater government access to information, and make government more accountable to the citizens (World Bank, 1992).

The shared theme behind all the aforementioned definitions is that e-governance encompasses the computerization of existing paper-based processes in government establishments to innovative approaches that is participatory and more beneficial to the government and society at large (Drucker, 2001).

Electronic Government: Operationally, e-Governance is not same as e-Government. The latter refers to the implementation of Information and Communication (ICT) like internets and others to improve government activities and process. e-Government aims at increasing transparency, efficiency and citizen involvement in the various government schemes, operations and process (Akunyili, 2010).

The common feature of e-Government is the automation or computerization of existing paper based procedures to enhance access to, and delivery of government services to the citizens, more importantly, it aims to help strengthen government's drive towards effective governance and increased transparency for better management of resources for growth and development. E-government also aim at interpreting government ministries, department and agencies in a manner that promotes their online interaction.

Below is the key difference between e-Government and e-Governance.

- a) By e-Government we mean the use of ICT in government operations, as a tool to increase the outreach of the government services, e-Governance on the other hand, implies the use of ICT in transferring and supporting functions and structures of the system.
- b) E-Governance is a system while e-Government is a function.
- c) E-Government is a one-way communication protocol. On the contrary, e-Governance is a two-way communication protocol.

Federal Civil Service Commission: Abbreviated as FCSC. Is one of the executive bodies established by section 153 (1) D of the 1999 constitution of the Federal republic Nigeria. The statutory functions of the commission are to appoint or recruit persons to offices in the Federal Civil Service as well as dismiss and exercise disciplinary control over person holding such offices. These onerous responsibilities were carried out objectively, promptly and competently in line with the service delivery of the government.

However, the commission had delegated the appointment and promotion of officers on salary grade levels 01 to 06, as well as the discipline of officers on salary levels 07 to 13 to the ministries/extra-ministerial departments. It is mandatory for all ministries/extra-ministerial departments to render returns on appointment, promotion and disciplinary cases handled by them to the commission within two weeks of conducting such matters (FCSC Annual Report, 2016).

The Federal Civil Service Commission is made up of a Chairman and fifteen (15) Commissioners. The secretariat is handled by Permanent secretary with six (6) Directors and other supporting staff. The organogram of the Commission as at 31st October, 2019 is shown below.....

The staff strength of the commission as at October, 2016 stood at 452. This comprised 145 officers on salary grade levels 03 to 06, 265 officers on salary grade levels 07 to 13 and 41 officers on salary grade levels 14 to 17 as well as a Permanent Secretary. (FCSC Annual Report, 2016). The federal civil service commission also strengthens the recruitment process through planning, capacity building and effective collaboration with Office of Head of Civil Service of the Federation. Part of their schedule is also management of recruitment data.

Service Delivery: Service delivery can be explained to be part of any enterprise that affirms the existing relationship between beneficiaries and providers of goods and services, in such a circumstance the client could either gain or loss values in services provided. More importantly, Service delivery can be described as basic services provided by the government such as social amenities like hospital, road, electricity, water supply, market place, customs services, licensing, sanitary services, physical infrastructure, town planning, housing among others.

Government has a responsibility to provide services to its people. It is in recognition of this that the Nigerian 1999 Constitution (as amended) provides that the security and welfare of the people shall be the primary purpose of government and that the state shall direct its policy towards ensuring following:

- ✓ the promotion of a planned and balanced economic development;
- ✓ that the material resources of the nation are harnessed and distributed as best as possible to serve the common good;
- ✓ that the economic system is not operated in such a manner as to permit the concentration of wealth or the means of production and exchange in the hands of few individuals or of a group; and
- ✓ that suitable and adequate shelter, suitable and adequate food, reasonable national minimum living wage, old care and pensions, and unemployment, sick benefits and welfare of the disables are provided for all citizens.

It must be pointed out that the fact that this section of the constitution is not justiciable by virtue of section 6, subsection 6 does not mean that it is not part of the constitution. Interestingly, the oath of office of the President and other executive and legislative officials clearly states that they “will strive to preserve the Fundamental Objectives and Directive Principles of State Policy contained in the Constitution of the Federal Republic of Nigeria.” (1999 Constitution of the Federal Republic of Nigeria). Government therefore has a responsibility to ensure that its policies, programmes and actions are in consonance with chapter two of the constitution.

From the above, it is clear that governance is all about service delivery. A survey indicates that the Nigerian public expectations from the public service in terms of service delivery include:

- ✓ An organization that is staffed with competent men and women and is well managed;
- ✓ Courteous, friendly, receptive and helpful relationship with the public;
- ✓ Eager and proactive offer of information to the public with feedback and follow-up;
- ✓ Transparency, honesty and averse to corruption, fraud and extortion of the public in official dealings;
- ✓ Exemplary standards of efficiency in production and rendition of services, with minimal waste;
- ✓ Punctuality and time consciousness in all official business;
- ✓ Well planned programmes with activity schedules and calendars that are firm and respected;
- ✓ Prompt response to problems and complaints of the public, which are conclusively attended to;
- ✓ Objective, professional, fair and patriotic treatment of matters of public interest or cases entailing competition among persons or organizations;
- ✓ Services and products that are almost of cutting-edge standard and rendered with minimal need for members of the public to leave their homes to visit the office concerned or to spend substantial amounts of money or provide copious documents and passport photographs
- ✓ Charges and billing systems that are affordable and convenient to the public;
- ✓ Public infrastructure facilities that are built to unblemished standards, regularly maintained and promptly repaired;
- ✓ Continuous improvement in service mix and methods, based on communication and feedback from the public.

In an effort to meet the expectations of the people and as part of the Federal governments' reform agenda, the Service Delivery Initiative (SDI) was launched, conceptualized as a social contract between the Federal Government and all Nigerians: Service Compact with all Nigerians (SERVICOM). SERVICOM gives the Nigerian people the right to demand good service as entitlements, contained in SERVICOM charters reflecting the mission and vision statements of each government department along with goals, objectives, details of services, standards of performance as well as system of redress should there be service failure. Unfortunately, the present state of the public service can neither deliver services to meet the expectations above 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 the communications theory within which the work is contextualized. Communications theory therefore, sees communications as the ingredient that makes all systems to perform well. The chief exponent of communications theory is Karl Deutsch. Other scholars that have extended the frontiers of the theory are James Charlesworth, Morton R. Davies, Vaughan A. Lewis, David H. Everson, Joan Papard Paine, among others. Communication Theory is a branch of knowledge dealing with the principles and methods by which information is conveyed. Is a theory of how human share, encode, and decode what they know, what they need and expect from each other, it is also a theory that deals with the technology of the transmission of information between people, people and machine, then machine and machine (Atkinson, 2000).

Deutsch (1963) emphasized on decisions, control and communications rather than on power which had been the major focus of interest of political scientists. According to him, it is communications, which is the ability to transmit messages and to receive them that makes organization. Deutsch (1963) therefore affirmed that communication theory is based on a science which is called “Cybernetics”. Cybernetics is the science of communication and autonomous control systems in both machine and living being, it deals both with biological systems and man-made machinery, his interest lies with its channels of communications and decision. Throwing more light on the communications theory, Deutsch (1963) argues that the inflow or outflow of information/news from one end to another or vice versa is not automatic, there is a specific role of human efforts. This he refers to steering and coordination process or role.

In any political system, there are channels through which information is transmitted and that these channels are manned by humans. Hence, human beings remain integral in the assumptions of the communication theory (Deutsch, 1963). Another strong point of Deutsch’s communication theory as advanced by Rogers is the unimportance status accorded to the concept of “power”. This theory undervalued the importance of power. (Rogers, 1994) up held the stand of Deutsch on power and political system. He does not believe that power or the application of physical force is the exclusive determinant of political affairs. He argued that power does not constitute the essence of politics.

There is communication at the center of politics, Rogers believed that when persuasion or cooperation or influence fail to achieve desire goals then power is applied. Still on the ethos of the theory, Deutsch (1963) has maintained that in every political system, authority adopts decision, he is of the opinion that habit, concurrence with the activities of the system play a vital role in the implementation of decision. This habit grows and develops through time.

The key question now is: What is the relevance of the communications theory to this study and how does it apply. Essentially, the communications theory is unique here in three related ways. First, it focuses our attention on the question of how information can be effectively managed in any given political system so as to achieve optimum results. The inflow and outflow model as well as the feedback mechanism of the communication theory is highly instructive to the study of e-governance, e-governance strives on the strength of inflow and outflow of information.

Most importantly the theory recognizes the inevitability of human efforts in effecting the inflow and outflow model as e-governance can never be administered in vacuum. Secondly, an organizational system like the federal civil service commission is considered cybernetic in its behaviour with regard to its external environment, cybernetic is the science of communication and autonomous control system in both machine and living being as reiterated earlier. it implies control of any system using technology, it also implies the logic of how humans and machine control and communicate with each other. Thirdly, and perhaps most importantly, this theory suggests how any given political system can handle the communication variables for enhanced service delivery. For effective and enhanced service delivery in the federal civil service commission for instance, it is expected or required that its employee should be able to communicate effectively among themselves and members of the public. It is our candid view therefore, that the postulations of the communications theory is very relevant in discussing the opportunities and challenges of utilizing information and communication technologies as a means of public service delivery in federal civil service commission.

E-Governance and Service Delivery in Federal Civil Service Commission

Having explained the concept of e-Governance and service delivery in our conceptual framework, this portion focuses on the operationalization of e-governance and service delivery in the federal civil service commission within the confines of its core mandates, which are to regulate the employment and working conditions of civil servants, oversee hiring and promotions, also applying disciplinary measures on airing staff.

Electronic governance has been adjudged the modest model of governance in recent times and even across the globe. E-Governance has the potential for stronger institutional capacity building and for better service delivery to citizens and business. It reduces corruption as it increases transparency and social control (United Nations Division for Public Economics and Public Administration, 2001).

The major objectives of e-Governance are to improve government processes (e-administration), connect citizens (e-citizens) and services, then build external interaction (e-society). When these descriptions are juxtaposed against the process of the current statutory service of the Federal Civil Service Commission, there is a gap of efficiency. What is currently applicable in the Commission is a situation where application forms for recruitment are picked up in a hard copy, filled and submitted, such are then kept in a sack bag (Ghana must go) then dumped somewhere until there is need to get back to it. Also, promotional exams are conducted manually and marked as such with its attending short comings such as missing scripts, sharp practices etc. staff files are moved from one point to another manually with the risk of getting lost on transit with or without motives.

A situation where staff from various ministries travel from far and near visiting the Commission for verification, regularization and other issues that borders on promotions and appeal, these are the current reality of the Commission. Processes in the Commission are highly manually laden. The introduction of e-Governance will put all of these to rest as processes will now be digitalized and institutional capacity will be enhanced, this will impact greatly on service delivery where functions will be performed in the best possible manner with the least waste of time and effort.

The operationalization of e-Governance in any organization is dependent on the effectiveness of the available ICT infrastructures of such organization. By ICT infrastructure, we mean the instrumentalities of e-Governance, it is the convergence of microelectronics, telecommunication and computer science, personal computers (PCs), Local Area Networks (LAN), internet, cloud computing, servers, switches, routers, storage, softwares, etc. pictorials of some of the items are attached as appendix. These items enable users to create, access, store, transmit and manipulate information.

Instructive to note that ICT infrastructure is not limited to the physical ICT infrastructure alone, there is also the legal and policy framework aspects of it.

Findings from the field survey showed that the commission has the necessary ICT infrastructure to implement e-Governance. The Commission has a convergence center which is also referred to data center, this was made available during the Goodluck Jonathan's administration. This center embodies most of the paraphernalia necessary to implement e-Governance. Though, it is agreed that there is need to build on what is currently on ground for a smooth take off of e-Governance. The procurement and formation of the present data center of the Commission was not without huge financial cost, and as such ought to be

maximized and optimally utilized, this will no doubt, reflect on the service delivery of the Commission positively.

On the legal and policy framework work aspects, the Commission is also standing good as section 153(i) of the 1999 constitution which established the Commission gave the Commission the legal status to operate autonomously in line with the guidelines so provided. It therefore, implies that the Commission can embark on ventures that can improve its level of service delivery provided such ventures are approved by the appropriate authorities. Furthermore, the 2011 harmonized ICT policy of the government has already provided the framework within which the Commission can operate to implement e-Governance.

Closely related to ICT infrastructure is the issue of requisite and relevant manpower in the implementation of e-Governance. The Commission has a work force of over 400 personnel with liaison offices across some states, though not all these personnel may be knowledgeable in ICT, however, significant number of them are digitally knowledgeable for implementation of e-Governance in the Commission. The Commission also had a highly rated ICT department with knowledgeable and skillful personnel manning the department. These groups of personnel also possess the requisite IT certifications to effectively run the operation of e-Governance. This is not to undermine the fact that ICT training and courses are still very important and necessary for the venture, this is with a view to improving their digital literacy.

Workers require extensive on-going exposure to ICT to be able to evaluate and select the most appropriate resources and methodology. One off training is not sufficient, the Commission would need to invest in and implement long term on-going training and continuous professional development in order to keep up with rapidly evolving digital technologies. Therefore, suffice to say that what is important is not so much of whether the Commission has the requisite technical manpower to implement e-Governance but is that these personnel are expose to frequent training and retraining with a view to taking on new emerging digital challenges that might emanate in the course of implementation and operation of e-Governance in the Commission.

Another key factor to be consider in the implementation of e-Governance in the Commission is the scary issue of finance, finance is the backbone of any project, finance is crucial to the success and failure of any venture. Finance is a wide term, it does not only include getting money or arranging such for a venture or business but also its management, effective and efficient utilization. Though, the Commission has some existing ICT infrastructure to run the e-Governance project, nevertheless, it will still require more to run the project effectively and efficiently, and this requires capital. Procurement of ICT infrastructure is capital intensive, another area where capital is required is the training and retraining of personnel that will implement the project.

The Federal government with over 68 items on its exclusive list, with an over blotted civil service certainly requires more than it has at the moment to adequately carter and meet its statutory responsibilities. There is paucity of fund even at the center and this is not peculiar to the government of Nigeria, it is a global phenomenon. It is against this backdrop that government prioritize its spending and disbursement. Funds allocated to Ministries, Departments and Agencies (MDAs) are never sufficient, it is a general challenge, it is not only the Federal Civil Service Commission that suffers weak funding from the federal government, however, findings in the course of the study showed that the Commission is one of the worst funded. This is a challenge especially when viewed against the expensive

requirements needed to implement e-Governance. The researcher, in the course of the study, tries to ascertain the average annual fund allocation to the Commission to guide its analysis but was not successful as such information was considered as “Classified”. However, it was established that the Commission is affected with low level funding by the federal government and this may impact negatively on the implementation of e-Governance in the Commission except if alternative funding system is sorted as will be recommended afterwards.

The researcher attempt to review also the relationship, if any, between implementation of e-Governance in the Commission and job lost or redundancy since some of the role would be digitalized. Redundancy is when an employer reduces their workforce because a job or jobs are no longer needed. It is the permanent reduction of a company’s labour force through the elimination of unproductive workers or divisions. It is also used at other stages of the business cycle to create leaner and more efficient business, it is also referred to as downsizing. This is usually caused by introduction of new technology where certain roles are made unnecessary, Outsourcing is also one of such reasons, this is where certain functions are taking from the mainstream and giving to a paid venture in order to cut cost. Redundancy also happen when there is a down time in a business and employer has to reduce overhead cost which include payment of staff salaries. It happens also when there is a merger of one or more organizations leading to duplication of roles. All these are reasons within which redundancy can occur in an organization.

Findings shows that e-Governance can lead to downsizing in the Federal Civil Service Commission. It was discovered during the study that e-Governance requires less human resources to implement since most of the processes will be automated, hence, this will affect the roles of some staff who might not be relevant any more, more so that having spent so much on implementation of e-Governance, the government will therefore, want to cut cost by streamlining the work force. This will lead to downsizing. However, this does not mean that the concept should be jettisoned, the affected staff will definitely be compensated adequately so as to venture into other areas of endeavour and some can still be reengaged in another capacity. E-Governance has become the major style of governance or administration across the globe, and should be embraced in the federal civil service commission.

By and large, findings show that the Commission has done relatively well in terms of service delivery within the confines of its mandate, however, there are areas where improvement is desirous. The introduction of e-Governance is expected to bridge the gap in this direction. The current rating of the Commission in terms of service delivery is laudable especially when viewed against the backdrop of the dwindling flow of fund to the Commission.

Recommendations

Having discussed and clearly understand what the issues are, the following recommendations are masterpiece for interveners.

- 1) To effectively implement e-Governance project, there must be e-readiness of the environment. All that is needed must be put in place by the Commission. Staff must be provided with personal computers (PCs) and such staff must be trained to be able to cope with expectations and challenges of a digital process. There must be an architectural redesigning of the building to accommodate ICT infrastructures like Local Area Network (LAN), high tower rack to warehouse the servers and others, a dust free exclusive room is to be provided to avoid dust that could cause damage to the servers and other sensitive ICT infrastructure.

- 2) Success in the development of innovative systems depends not only on underlying technical capability but also on research management strategy. Transition of new technologies into operational systems remain one of the areas of great risk and difficulty, hence, the Public Private Partnership (PPP) is recommended to address this challenge. The Commission is therefore advised to partner with one or two organized private sectors in the ICT industry with a view to addressing the above.
- 3) Increase in allocation of resources to the Commission is important if the Commission must successfully implement e-Governance. Needless to over flog the expensive cost of running e-Governance project. More worrisome is the epileptic power supply to the Commission, though this is a general problem. The Commission requires an alternative source of power to guarantee relative stability of power supply which is required to effectively run the project. This can only be achieved with an increase in allocation of resources.
- 4) The Commission should set up e-Governance implementation committee who will work out modalities for effective implementation of the concept, with performance evaluation unit, established to evaluate the success and failure in its targets as well as feedback mechanism to report implementation effectiveness.
- 5) A reliable and strategic framework for e-Governance operation is necessary. The Federal Civil Service Commission is advised to partner with Galaxybackbone in this regard. The role of this agency is already elucidated earlier.
- 6) The government should also enact information and Communication (ICT) laws that will make computer literacy a compulsory aspect for every public or civil servants
- 7) There should be a laid down punitive measures for saboteurs. Human factor which often manifest in resistance to change, nonchalant attitudes and the likes which is responsible for low service delivery must be checkmated.
- 8) Study tour in ICT related area is recommended for key personnel in the Commission.

Conclusion

A paradigm shift from manual process of administration to a digitalized process cannot be contested in the present time given the numerous advantages of the digitalized process. The way forward for Federal Civil Service Commission is to imbibe e-Governance, this is with a view to improving on its service delivery. The Federal Civil Service Commission is cardinal and fundamental to the federal government, the Commission has the onerous role of recruiting and promoting those saddled with the responsibilities of making and implementing policies upon which the nation is governed. Therefore, the Commission should play a pivotal role in ensuring better service delivery to the overall good of the nation. This requires strong will by the policy or decision makers as there could be some unscrupulous elements that might attempt to sabotage the concept and the process since they might not benefit from it. Suffice to mention that this discourse is not authoritatively conclusive, it indeed, provokes the opening up of other related and relevant intellectual discourse and study area in line with the quest for intellectual drive.

Conflicts of interest

There is no conflict of interest of any kind.

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Citation: Edward Murphy Abah, Mohammed Yamman Abdullahi and Modibo, S.A. 2020. Electronic Governance and Service Delivery in Federal Civil Service Commission: 2010-2017. International Journal of Recent Innovations in Academic Research, 4(3): 1-11.

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