

**METHODOLOGIES FOR USING ICTS TO PROMOTE GOOD
GOVERNANCE: A STUDY OF THE VEHICLES INSPECTION
OFFICE (VIO), ABUJA**

DURUJI Moses & DIBIA Okachikwu

Department of Political Science and International Relations Covenant University, Ota, Ogun
State, Nigeria

Abstract

Information and Communication Technology (ICT) has remained the chief facilitator of nearly all human development efforts in the 21st Century. ICT is the combination of information and communication technologies in the generation, warehousing, dissemination and feedback of information that facilitate timely and accurate outcomes for effective service delivery. Thus, like business organizations, government enjoys the provision of timely solutions that are transparent, innovative, effective and accurate, which are hallmarks of good governance. The objectives of this study are to find out to what extent ICT assists government institutions deliver their mandate and what opportunities for improvement? The study examines the literature on ICT and good governance. The institution under study is the VIS, Lagos State. Data were accessed from primary and secondary sources. Textual analysis method was used to analyze the data. The study finds that VIS has many uses of ICT. This improved the effectiveness of vehicles inspection work in Lagos. The study also finds that VIS does not have full authority and control over its ICT resources, hence it suggests that this be reversed.

Keywords: *ICT, ICT Methodologies, VIO, Good Governance*

INTRODUCTION

In the 21st Century, access to Information and Communication Technologies (ICT) is no longer available only to the developed World, but also to the Third World countries. ICT services empower all facets of human life. Such services focus on the effective management of the entire chain of information generation, warehousing, dissemination and feedback. ICT resources are hardware, software and accessories. While the developed world produces and uses ICT infrastructure, the Third World mainly consumes them. How well Third World countries utilize ICT in delivering services to their citizens is an important concern to scholars and development agencies? What is the extent of ICT diffusion in Third World countries and how has such diffusion



e-Governance Conference

Covenant University Conference on e-Governance in Nigeria - CUCEN2017



Duruji & Dibia

facilitated progress in service delivery? Taking Nigeria as an example, to what extent is Nigeria e-governance-ICT complaint? E-governance is interested in seeing that all governmental processes are facilitated by ICT such that government services become transparent, accountable, effective and innovative. In such situation, government is said to be good, depicting good governance. Therefore, this study is to find out how well ICT facilitates the work of governance in Nigeria. It adopts Vehicle Inspection Service (VIS), Lagos for the study.

The VIS is a government agency responsible for the management of vehicles in Lagos roads. The study relies on primary and secondary sources of data to access needed research data and uses text analysis as a means of data analysis.

The study is divided into five parts: part one introduces the work, part two presents the literature on ICT, good governance and VIS. Part three presents the role of ICT in good governance and part four presents research findings and analysis, while part five summarizes and concludes the work.

The study is interested to find out:

- a) What ICT methodologies does VIS use in carrying out its works?
- b) How has ICT usage affected VIS service delivery?
- c) What are the challenges in having more ICT resources for VIS's works?
- d) Are there future prospects for deploying more ICT resources for VIS's works?

Due to the nature of VIS's work, which involves registration, checking and monitoring of vehicles, charging and receipting of fines, the study administers a questionnaire and discusses the response with the officer in charge of the organization. Also the study carries out searches for relevant data from books and the internet. Thus, primary and secondary data sources are used to access relevant data for the research. The study uses textual analysis method to analyze findings.

CONCEPTUAL FRAMEWORK

Information and Communication Technology

The literature on Information and Communication Technology (ICT) has various definitions by various scholars and organizations; therefore there is no generally accepted definition.

The United Nations Educational, Scientific and Cultural Commission [UNESCO], (2002) defined ICT as:

...forms of technology that are used to transmit, process, store, create, display, share or exchange information by electronic means. This broad definition of ICT includes such technologies as radio, television, video, DVD, telephone (both fixed line and mobile phones), satellite systems, and computer and network hardware and software, as well as the equipment and services associated with these technologies, such as videoconferencing, e-mail and blogs (UNESCO, 2002).

Duruji & Dibia

This comprehensive definition makes the point that ICT is the combining of two technologies: information technology and communication technology. Therefore information and communication technology (ICT) is the convergence of the processes and means through which information is made available to users in desirable forms. The means are the technologies or products which generate, warehouse, retrieve, manipulate, transmit and sometimes provide feedbacks.

According to Freeman, Ina and Hasnaoui, Amir (2010), the components of ICT are computers, the internet, hard disk drives, routers, digital cameras, memory cards, data projectors, video, tablets, slates, DVDs, CDs, television, radios, flash drives, voice over internet protocol, scanners, camera phones, printers, mobile phones, emails, MP3 players, modems, e-book readers, desktops, laptops, notebooks, and so on. With the mobile phones which can access the internet from most parts of the world, ICT today is used in a multitude of businesses in a multitude of countries and for a multitude of purposes (Fitterer and Rohner. 2010; Hynes, 2010, and Dimelis and Papaioannou, 2010; Martinez-Caro and Cegarr-Navarro, 2010 and Sharif, Irani and Weerakkody, 2010 as cited in Freeman, Ina and Hasnaoui, Amir, 2010). All these emphasize that ICT has conquered the world: there is hardly any human activity not supported by ICT.

The utility of ICT elicits important social and economic influences on the society. According to UNESCO (2012), ICT affects the activities of individuals, organizations and governments. ICT provides the following services:

- 1) Provides the platforms within which individuals, businesses and governments interact and exchange information and ideas on real-time basis
- 2) Where distance is a problem, ICT reduces the time and cost in reaching information from one end to the other
- 3) Improves information exchange or communication between and among users
- 4) Assists in resources management through keeping, monitoring and retrieval of timely and accurate records, for project and accounting records
- 5) Assists in marketing and propagation of ideas and benefits, by using multimedia and social media
- 6) Supports social and business intelligence by providing and helping people have access to archived data for analysis
- 7) Provides information in usable forms
- 8) Uses intranet for information sharing within organizations
- 9) ICT networks opportunities for “organizational learning and knowledge management”
- 10) Enables organizations to generate, warehouse, retrieve, calculate and reformulate information as it is suitable for them
- 11) Helps in organizing works

Duruji & Dibia

- 12) Helps in decision making
- 13) Enables the individual to enhance personal knowledge and education about changes in the environment via social networks and media
- 14) Provides opportunities for ICT investments in the areas of hardware and software manufacturing, marketing and sales as well as all other allied products
- 15) Provides areas of critical importance for the individual, business and government. In such areas, ICT provides monitoring alerts/prompts that need instant corrective actions

According to the International Telecommunication Union (2015) report on global ICT penetration, 3.2 billion people are connected to the internet and have access to mobile telephones. Out of this figure, 2 billion or 62.5% are from the developing world (which does not include Nigeria because Nigeria is ranked in the least developed countries category). Furthermore, the report stated that “of the 940 million people living in the least developed countries, only 89 million use the internet, which is 9.5% penetration rate”. This is a pointer that ICT penetration in Nigeria has not reached its appreciable peak.

Some of the key challenges militating against ICT penetration in the least developed countries including Nigeria are the absence of adequate communication network infrastructure, high cost of ICT equipment, high expertise for the technical and managerial support for internet connection, lack of government interest and support, lack of steady supply of electricity, security of investments and affordability of ICT resources by ordinary and materially poor Nigerians (Achimugu, Oluwagbemi, Adeniran and Babajide, 2009).

Good Governance

Ordinarily, there is government in most political societies in the world today. So why should the world be concerned about good governance? Two reasons account for this development: the first reason is due to the presence of bad governance in the world and the second is as a condition to access financial support from donor-financial institutions (United Nations Economic and Social Commission for Asia and the Pacific, n.d., para. 1). Thus from the requirement of the donor agencies, it means financial resourcefulness is an important value in good governance. Khan (2004) sees good governance as an “ independent term used in development to describe how public institutions conduct public affairs and manage public resources in order to guarantee the realization of human rights (as cited in Oromareghake, 2015: 017). This implies that good governance is a framework or architecture within which governance can succeed. To make the concept of good governance clearer, Khan (2004) compared good governance with bad governance in which case he states that: “bad governance on the other hand is characterized by arbitrary policy making, unaccountable bureaucracies, un-enforced or unjust legal system. The abuse of executive power,

Duruji & Dibia

a civil society unengaged in public life and widespread corruption (as cited in Oromreghake, 2015: 017)

To the United Nation's Committee for Development Planning (1992) listed eight characteristics of good governance namely: consensus oriented, participatory, following the rule of law, effective and efficient, accountable, transparent, responsive, equitable and inclusive (as cited by Oromareghake, 2015: 017). This definition added three new values: consensus oriented, equitable and inclusive. These can be accommodated in participation, rule of law and devolution of resources and decision making respectively. But the key emphasis in these new words is non-discriminatory government laws, actions and policies that smack exclusion. Greaves (2001) was of the view that the following values should be added to this long list of the tenets of good governance: allow more self-government at the local levels and promote free enterprise (as cited in Oromareghake, 2015:017). Allowing more self-government at the local levels is same as devolution of powers and resources. Greaves believes in the promotion of free enterprise because it is the private capital that has the abilities and resources for the development of the society better than the public sector. This is the reason the international donour agencies insist on good governance to create the enabling environment for development and indeed sustainable development. Thompson (2008) argued that good governance is liberal democracy whose values should include a political system with checks and balances and separation of powers, an apolitical civil service, a strong central government that is able to meet the basic needs of the citizens...and a political culture in which resolving disputes occurs through non-violent means and transition of power is decided at the ballot box not through the use of force (as cited in Oromareghake, 2015:017). Thompson's values appear creatively valid especially the issue of how to resolve conflicts in the society.

Thus, good governance, whether it is for the purpose of taking loans from international institutions or for better decision making process, has valid principles. It is far better than bad governance which exist in most countries in the Third World.

Vehicle Inspection Service (VIS) Lagos

In 1962, the then Police Council decided to carve out a vehicles inspection office (VIO) from the Nigerian Police Force which used to handle all motor vehicle inspection services throughout the country. The reason was that the vehicle inspection work is a specialized job that distracts the police from its routine security works. So, on 1st April, 1963, the police ceased to perform this function and officers on testing duties were transferred to the Regional governments (Toriola, May 26, 2017 interview). When Lagos State was created, the office was transferred to the state's Ministry of Works and later to the Ministry of Transportation in 1999 where it was until 2nd August 2012 when it was renamed the Vehicle Inspection Service (VIS) as a Directorate (Toriola, May 26, 2017 interview). So the VIS is a Directorate under the Lagos State Ministry of Transportation, with a Director as its leader. The VIS has the mandate to ensure compliance with vehicle

Duruji & Dibia

roadworthiness, vehicle license, Hackney Permit, testing and training for drivers' license/rider cards, organizing seminars and public lectures, carrying out inspection on accident vehicles and certification of driving schools (Toriola, May, 26, 2017 interview). So in Nigeria today, there are 37 VIO offices including the FCTA. The organizational structure is not the same, each state establishes the office as it prefers, but the mandate is the same. The interest of this study is to assess the extent of ICT service support to VIS in carrying out its mandate in Lagos.

ICT Methodologies

We may not be conversant with the so many systems or methods of ICT. But the most popular ones include computer-based services, the internet, the mobile telephony and the digital media. According to Vijayakumar and Vijayan (2011:145-147), computer-based services include:

Table 1: Computer-based works and ICT technologies used

Serial Number	Work Activity	ICT Methodologies
1	Generation of data	Word processing, text editing, character recognition, voice recognition
2	Preservation or storing of data	Electronic Publishing, Magnetic Storage, Videotext, Tele-text. Computer disk, ROM, There are also the digital cameras, television and radio
3	Data processing	Electronic data processing, Artificial Intelligence/ Expert systems.
4	Data retrieval	Database management system, Information retrieval off-line, On-line
5	Dissemination/ Communication of data	Electronic mail, Electronic document delivery, Computer conferencing, Tele facsimile, View data
6	Destroy data	Physical weeding Magnetic erasers, Optical erasers, re-use the medium

(Source: Vijayakumar and Vijayan, 2011: 145-147).

The internet is another means of using the ICT. With the internet, one can have access to the following services: Large volume of Information (Google, Yahoo, Bing, etc.), news and journals, electronic mode of communication (e-mail), Social Networking (chatting), Online Banking (Net-Banking) E-commerce, Mobile commerce, Mobile wallet Entertainment, instant message through Facebook, Twitter, Instagram, YouTube (Mehta, N., 2015).

Duruji & Dibia

The mobile phone is another means of benefitting from ICT services like voice calls and messages, text messages, and access to the internet (GSM Association, 2016).

ICT Realities and Performance in Nigeria

Despite the challenges of development in Nigeria, the country is making great strides in ICT penetration especially in internet access and telephony. Other areas are the computerization of government activities.

One major area in which the federal government has fully computerized its activity is in payment of salaries and emoluments to all federal civil and public servants. It uses a single payment system called the Integrated Personnel Payment Information System (IPPIS). Also, registration, examination, release and checking of results into universities are now conducted online by the Joint Admissions and Matriculation Board (JAMB). The processing and issuing of international passports have also been fully computerized by The Nigeria Immigration Service. The Nigeria Customs Service uses the Automated System for Custom's Data (ASYCUDA) for checking and verification of goods imported into Nigeria. All ministries, departments and agencies (MDAs) in Nigeria, at both the federal and state government levels, transact contracts and procurements electronically. Issuing and renewal of vehicles and drivers' licenses by the Vehicle Inspection Office (VIO) and VIS are done online. Renewal notices when licenses expire are also done online. Lands allocations and verifications in the capital territory by the FCTA, Abuja are done using the GIS. Posting of Corp members by the National Youth Service Corp (NYSC) authority is done online and checking by intending corps members of their postings is also done online. Contacts with MDAs, States and local governments at all levels and arms of government are all now done through their respective websites on the internet. These websites enable contacts with government easy. In the websites there are telephone numbers, email addresses and at times persons to contact. The websites also provide more background information on the organizations (Odufuwa, 2012: 13).

Taking internet and mobile phones usage in Nigeria for example, data from the internet shows a positive steady growth in their uses in the country.

Table 2: Internet Penetration in Nigeria (2007-2016)

Year	Number of users (millions)	% Penetration growth
2007	9.9	
2008	24	142
2009	31	29
2010	38	23
2011	47	24
2012	55	17

Duruji & Dibia

2013	58	5
2014	76	31
2015	81	7
2016	86	6

Sources: (www.internetlivestats.com)

From Table 2 above, 86 million Nigerians have access to the internet and this is the highest number in Africa. We can derive the average yearly growth for internet penetration in Nigeria to be 28%. This may be low compared to other countries. It shows some ICT usage challenge in Nigeria, which may have been accounted for by the challenges listed above. However the Nigeria Communication Commission puts it at 89.9 million people having access to the internet in Nigeria (NCC, 2017). On the part of mobile GSM phones, and according to GSMA (2015: 3), as at 2015, it was estimated that users were 83 million in Nigeria. Latest data from the NCC puts it at 152.5 million (NCC, 2017).

From the above figures and with approximately 90 and 152 million Nigerians on the internet and having mobile telephones respectively, how has this boosted the revenue of the government? This is of interest to this study because government needs revenue to ensure good governance or meet up with the principles of good governance. What other roles besides revenue generation can ICT play to promote good governance?

THE ROLE OF ICT IN PROMOTING GOOD GOVERNANCE

From the literature above, the roles ICT needs to play to promote good governance include resourcefulness, transparency, accountability, the rule of law, empowerment/training.

Resourcefulness: A government that does not have adequate resources, may find it difficult to sustain the values or principles of good governance. One role of ICT therefore is not to deny funds accruable from its activities to the government. A case in point is the ₦1.04 trillion penalty against the MTN in Nigeria (Premium Times Nigeria, 2015). Even though the fine was rescheduled to ₦330 billion, it is still big source of fund to the government and such fund will facilitate government activities in salary payments, infrastructure building and maintaining peace and order in the environment. GSMA also reported that the Federal Government of Nigeria (FGN) earned USD 0.78 billion in tax revenue from the major mobile operators in 2013; this increased to USD 0.85 billion in 2014 (GSMA, 2015: 13).

Transparency: What is transparency? It is the availability of, and feasibility for actors both internal and external to state operations to access and disseminate information relevant to evaluating institutions, both in terms of rules, operations as well as outcomes (Bauhr and Grimes, 2012)

Duruji & Dibia

Thus, transparency requires that government's information should be open and easily accessible by the citizens. The government can do this by acquiring and deploying faster and easier means of information delivery services to the public: television, radio, email, open source data rooms or portals and use of voice mediums that has instant feedback. Government budgets including actual revenues and expenditure, should be made open to the citizens through government ICT portal services. Past budgets and their respective reports should be archived in government e-portals open data for research, knowledge building and public policy analysis.

Open data has facilitating impact on e-government which energizes good governance for efficiency and innovativeness, through citizens participatory platforms. It is also easier to make contribution to the government and for the government to receive such information and respond. With the increased ICT propelled interaction between government and citizens, the democratic space is enlarged and this is healthy for good governance.

Accountability: Accountability means that government should be responsible and responsive to its actions. ICT can enable this happen through all its database systems where government can make such data available for the public and interact with it. Reports or data so provided should have explanations to all areas of importance. Provisions should also made for prompts and alerts requiring instant response. Accountability requires the government to respond within a given time, otherwise the public will deem it that the government has failed the accountability test. This can cause the government to be impeached or voted out of office at election.

The major advantage of an accountable government is that it rekindles trust and confidence in the people.

Effectiveness: To be effective is to act or deliver responsibility fast, accurately and timely. ICT infrastructure are fast, accurate and timely and these are the services they provide to their users, including the government. For example, sending a report via email or scan takes place in less than two minutes, compared to sending the same message via air or land transport. So information from and to government will be delivered almost real-time. So ICT can assist government avoid delays and even failures in delivering services or interacting with the public. This means that information exchange and service delivery will be fast, accurate and timely.

Empowerment: ICT can empower the government and populace at the same time. To the government, ICT can be a source of tax funds. For instance tax income to Nigerian government was USD 0.78 billion in 2013 and USD 0.85 billion in 2014 (GSMA, 2015: 13). This is huge income in addition to oil rents.

ICT empowers the people by providing employment to them by involving the people in importing ICT equipment, distributing, retailing, providing allied services, selling of recharge cards. This is

Duruji & Dibia

empowerment! How does this relate to good governance? Part of the principles of good governance is to meet the needs of the people and employment is one. Security is another need of the people that good governance should provide and by providing employment, social insecurity is reduced. ICT trains and capacitate people in its works. Good governance needs ICT knowledge heads to make it succeed.

The Rule of Law: The rule of law means that everybody in the society is under the law, no one is above the law. It also means that the law shall be fair to all, everyone should have access to the law and no one should be maltreated or discriminated against. ICT has roles to play here. ICT services will assist in recording cases and processing them; in faster and timely exchange of information between the court, prosecutors and the litigants; in meeting judgement deadlines; in facilitating investigation of evidences; in identification accuracy via the use digital cameras and video; in tracking voices and actions of the accused and in finger print identification. Thus, in a world perfectly turned into a global village, no ICT, no good governance.

THE VEHICLE INSPECTION SERVICE (VIS), LAGOS: DATA PRESENTATION AND ANALYSIS

Good governance is about delivering effective services that meet the needs of the people. For the VIS, their ultimate service delivery mandate is to ensure safety on Nigerian roads within the state. The Federal Roads Safety Commission (FRSC) takes charge of federal roads. To get access to the operational data of the VIS and to shed more light on the answers provided by the organization to the study's questions, the researcher requested for an interview session with the Director of VIS. The interview was held on Friday, 26th May, 2017 at the VIS Headquarters, Alausa, Ikeja Lagos. The Director's name is Engr. A. G. Toriola. The research questions will be answered through the findings and the analyses hereunder.

ICT Methodologies used by the VIS, Lagos

The study finds that the VIS uses the following ICT resources: computers including (desktops, laptops, iPADS, notebooks, tablets), smart mobile phones, digital cameras and close circuit television (CCTV), internet services (email, whatsapp and facebook), intranet, point of sales (POS) video cameras, automatic vehicle plate recognition machine, auto registration machine, machine card readers, central billing system payment platform and computerized vehicles testing centres. The computers in addition to processing of documents, assist the VIS in vehicles registration and licensing, storing all data thereto. However, the VIS does not have own and have control over the database system they use, rather it is owned, operated and controlled by the Lagos State Ministry of Science and Technology (MOST). VIS only has access to send data and retrieve data. This can expose VIS data to insecure and unwarranted access. At the MOST, the database platform may become congested and overloaded as it warehouses data from other agencies, thus it may lead to slow speed in data retrieval by VIS. Again it was found that not all staff or officers have computers.

Duruji & Dibia

This could inhibit the work of staff who do not have computers. The reasons for not providing computers to all officers range from lack of resources to the nature of job schedule of the officer. Also some jobs (protocol and field) need mobile phones instead of computers. By using computers in its operations, VIS has faster, accurate and effective processing of documents and safe keeping of accounting records, staff records and backup for important sensitive documents.

At VIS, they have and use smart mobile phones. These phones are used to receive and send voice call messages, text messages, bulk messages, have access to the internet and send emails. According to them, it is the fastest means of communicating with staff in the field or interact with vehicle owners. Through bulk messages, renewal messages are sent to vehicle owners, private single messages are sent to vehicle owners that their certificates or renewal documents are ready for pick. So mobile phones help VIS to reach and deliver services to clients faster and effectively. But such company-purchased phones are available only to management staff who are 98 out of the 527 staff of VIS. This is approximately 19% and the rest 81% do not have company phones. Yet such staffers who do not have official mobile phones allow and receive calls from official phones for official assignments. This sounds unethical, but since it is a generally accepted conduct in corporate circles, it does not cause any problem at VIS.

All the computer and phone systems are networked and have internet facilities. With this, VIS is able to send emails. It also enables them to have intranet services (that is intra-VIS communications). It also enables them to do twitter services, send pictures of accident scenes via Instagram and send scanned documents. So the internet, like the computer, facilitates accurate and effective communication. The internet also helps online payments at designated banks into the accounts of the Lagos Board of Internal Revenue, using the right code. This is possible because they have a platform called the central billing system (CBS), which is ICT-driven.

VIS use digital cameras, video cameras and CCTV. The digital cameras help to take pictures of situations that need further processing like accident vehicles and their owners. Video cameras take detail pictorial recording of occurrences. CCTVs are used to monitor and report traffic situations and staff conducts in the field. They are located in strategic places in Lagos and brings in live pictures direct to the office. This helps in explaining situations, identifying and apprehending culprits and making appropriate decisions. It is real time, timely, accurate and effective.

VIS use point of sales (POS) machines. This means payments through VIS to the Lagos Board of Internal Revenue can be made on the spot because VIS operation or field staff carry it on duty. This saves Nigerians time they would have wasted to the bank to make payment. POS issues receipts on the spot and that means e-ticketing. VIS payments can also be made via the automatic teller machine (ATM) via Quickteller into the specified bank account of the Internal Revenue. E-

Duruji & Dibia

ticketing is also possible here. So the combination of the POS and ATM makes VIS payments comply with cashless policy of the government of Nigeria.

VIS has card reader-machines. With this they are able to detect fake drivers' licenses and all other documents that have magnetic ink reading features. The essence is to ensure that drivers and documents that purport to originate from VIS actually do. To ensure greater public awareness on this, VIS organize public lectures free to Nigerians in Lagos State and provide flyers that educate people on the operations and other dos and don'ts of the organization. For mass advertisement, VIS use digital bill boards located in strategic places in Lagos State.

Finally, to manage these methodologies or ICT resources, VIS has an ICT unit. They are responsible for internal functionalities of all ICT resources.

The Implications of the Use of ICT Methodologies in VIS Operations

With nearly all the operational duties of VIS computerized and supported by internet services and robust digital services, the implications are

- 1) Vehicles registrations and renewals are done in minutes, about 15 minutes as long as other pre-registration checks have been done. So it is faster and effective.
- 2) Operational mistakes are drastically reduced using ICT driven methodologies. This goes to the heart of the VIS Mandate: Safety.
- 3) Response rate is improved because of the use of CCTV and public interaction system that can call VIS on numbers distributed through public enlightenment campaign flyers and the website.
- 4) Revenue generation for the state is accurate because payments are made almost instantly.
- 5) Administratively, documents and reports are produced instantly, expenditures and procurements are not delayed as well as salary preparation that will be sent to the Ministry monthly.
- 6) The presence of an ICT Unit with ICT experts ensures no breakdown in ICT functionalities.

ICT Challenges in VIS, Lagos

Although a perfect picture was painted in the responses to the questionnaire and at the interview, the study observes the following:

- 1) The Headquarters of VIS is built with woods and wooden materials. The office spaces are small, tight and ICT cables exposed. The entire ambience is not robust for the size of work they do.
- 2) An ICT-driven environment should be expertly well laid out such that cables and ICT infrastructure are not unduly exposed. Office infrastructure does not befit the agency.
- 3) Only 19% of staff have access to official computers and consequently, internet access does not match a strong ICT-driven organization the organization appear to be showcasing.

Duruji & Dibia

- 4) That most payments are made to the bank means one must go to the bank or ATM to make payments. This can be time consuming and may discourage people from paying instantly. POS presence should be intensified.
- 5) Payments cannot be made through the mobile phone. This is a big minus on the effectiveness of the financial operations of the VIS.
- 6) With 527 staff strength, against a projected population of 21 million in Lagos (World Population Review, 2017), leaves us with a ratio of 1: 39,848 which is high on the negative side. So the potential overwhelming need for road safety arising from increasing population and increasing vehicles may require more hands at the VIS.

The Future of ICT in VIS Operations in Lagos

The future of ICT at VIS is bright. According to the Director (Toriola, interview, 26th May, 2017) VIS hope to have a well-equipped ICT Office at VIS Headquarters. The office will be networked to the Ministry of Science and Technology (MOST). As a corollary, such a well-equipped office should also be in a totally new concrete building structure of at least a one-story block of offices. With such a new structure, more hands can be recruited to reduce the vehicles/population-staff ratio. ICT enhanced work delivery should support adequate staff strength because if number of vehicles overwhelm the number of staff, because of the interactional nature of the work of VIS, effectiveness may be compromised and it will lead to poor service delivery.

The VIS should be liberated to procure, own, control and manage all its ICT resources. This will save the Directorate from future congestion and slow access to a centralized database system at the MOST. In Nigeria where bureaucratic red-tapism is a public service strong behaviour, growth in size and responsibility may be compromised by undue delays from the MOST. As an SBU (strategic business unit) of the Lagos State government, the independence of the VIS is important such that it should be able to work better by being responsible for its finances and works. One of the values of ICT to good governance is to be an excellent revenue source to the government. So how resourceful is VIS to the Lagos State government? It is difficult to know because all revenues are paid into specified accounts in the Internal Revenue Office. VIS needs financial independence to be effective in delivering its services.

The study observes that though CCTV is used to monitor and know where there is emergency, that requires a lot of time for whoever is in charge to know that there is a development requiring his attention because if the officer steps out for lunch or has gone out of the office, how would the organization know that there is an emergency reported back to the office by the CCTV? Therefore there should a link between the CCTV and the officer's smart mobile phone and that is an alert system that is triggered once such specific development occurs. The alert/prompt can be installed in the phones of the Director and two other staff. This will facilitate faster response to accident cases that may have occurred in remote places or at mid-nights.

Duruji & Dibia

SUMMARY AND CONCLUSION

In this paper, we have been able to discuss the literature of ICT and its role in good governance. ICT methodologies or resources are well deployed in the VIS systems and works. Given the ever increasing number of people and vehicles in Lagos, the study believes the future is more for planning and execution than today. As such, efforts should not be spared at growing the VIS as an independent SBU.

The conclusion is that ICT has indispensable roles to play in the service delivery of the public sector and that to effectively do so, VIS needs more autonomy in operation and finance. Such will enable VIO's service delivery to further deepen ICT optimization and partake in the ICT revolution that is driving the world.

REFERENCES

Achimugu Philip, Oluwagbemi Oluwatolani, Adeniran Oluwaranti and Babajide Afolabi (2009). Adoption of Information and Communication Technology in Developing Countries: An Impact Analysis. *Journal of Information Technology Impact (JITI)*. 9(1): 37- 46. <http://www.jiti.net/v09/jiti.v9n1.037-046.pdf> (USA).

Oromareghake, P. (2015). Good Governance as a Panacea for Peace and Security in Niger Delta: Issues and the Way forward. *Donnish Journal of Political Science and International Relations*, 1(2), 016-021.

Vijayakumar, A. and Vijagan, S.S. (2011). Application of Information Technology in Libraries: An Overview. *International Journal of Digital Library Services*, 1(2):145-147.

Report

United Nations Educational, Scientific and Cultural Organization (2002). *ICT in Education Programme* (UNESCO Programme Report) Bangkok, Thailand: Author

United Nations Educational, Scientific and Cultural Organization (2002). *Role of ICT* (UNESCO Programme Report) Bangkok, Thailand: Author

International Telecommunication Union (2015). *ICT Facts and Figures* (ITU Report). Geneva, Switzerland

Website/Internet

Bauhr, M. and Grimes, M. (2012). *What is Government Transparency?* Retrieved from http://www.qog.pol.gu.se/digitalAssets/1418/1418047_2012_16_bauhr_grimes.pdf

Freeman, I. and Hasnaoui, A. (2010). *ICT: A Tool to Implement and Drive Corporate Social Responsibility*. Retrieved from <https://halshs.archives-ouvertes.fr/hal-00495968/document>

GSM Association (2016). *The Mobile Economy*. Retrieved from www.gsma.com/mobileeconomy/global/2015/GSMA_Global_Mobile_Economy_Report_2015.pdf

Duruji & Dibia

- Internet Live Stats (2016). *Internet Users by Countries*. Retrieved from www.internetlivestats.com/internet-users-by-countries
- Mehta, N. (2015). *Essay on Internet and its Uses*. Retrieved from www.importantindia.com/16906/essay-on-internet-and-its-uses/
- Nigerian Communications Commission (2017). *Industry Statistics*. Retrieved from <http://www.ncc.gov.ng/stakeholder/statistics-reports/industry-overview>
- Odufunwa, F. (2012:13) in Evidence for ICT Policy Action, Policy Paper 6 from https://www.academia.edu/7682331/Evidence_for_ICT_Policy_Action_Understanding_what_is_happening_in_Nigeria
- Premium Times Nigeria (2016). *NCC, MTN Structure Payment till 2019*. Retrieved from www.premiumtimesng.com/news/top-news/205085-n1-04-trillion-fine-ncc-mtn
- United Nations Economic and Social Commission for Asia and the Pacific (n.d). *What is Good Governance?* Retrieved from www.unescap.org/sites/default/files/goodgovernance.pdf