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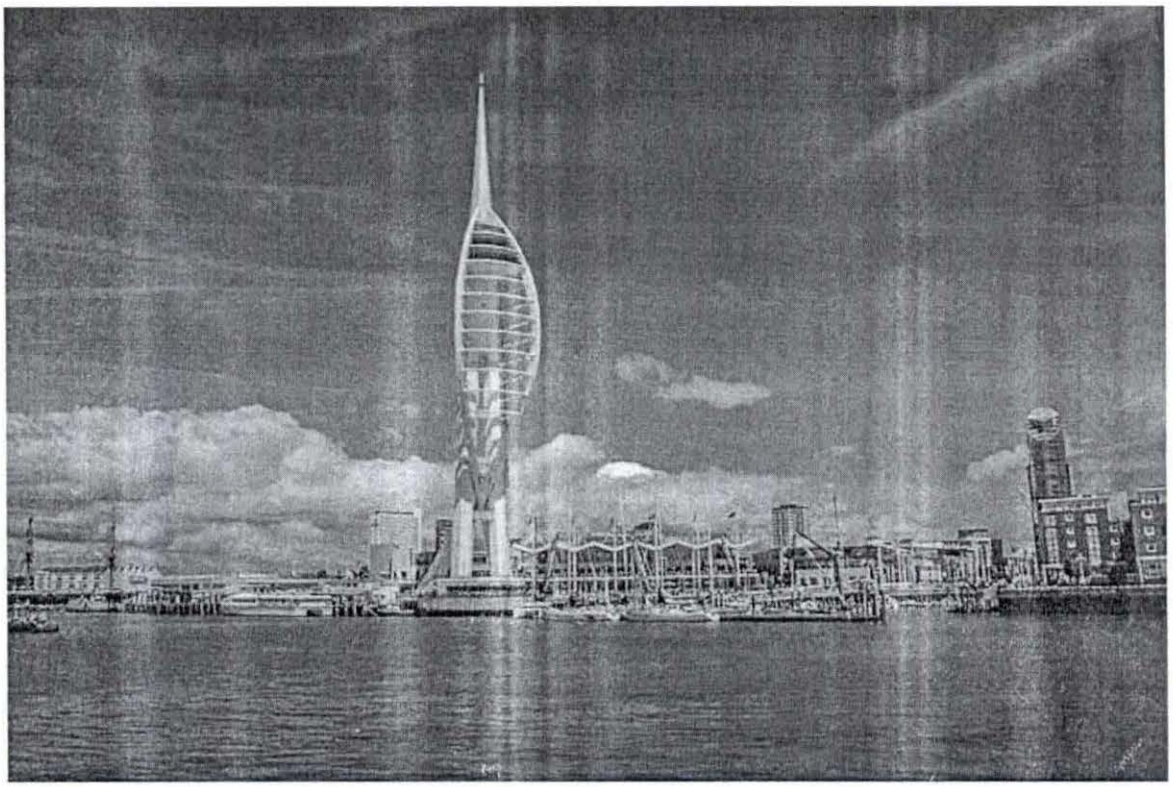
Proceedings of the 15th European Conference on e-Government

University of Portsmouth, UK

18-19 June 2015



Edited by

Carl Adams
University of Portsmouth, UK

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Proceedings of
The 15th European Conference on eGovernment

ECEG 2015

University of Portsmouth
UK

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Edited by
Dr Carl Adams
University of Portsmouth
UK

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Preface

Over the last few decades we have witnessed a fundamental change in government activity driven by Information and Communication Technologies, storage technologies, the Internet, Web 2.0 & 3.0 technologies and mobile technologies. These technologies are helping governments transform and innovate across all areas of government activity.

These proceeding provide a snapshot of current e-Government case studies, research, analysis and activity around the World representing cutting edge innovation and transformation of government service provision, government transparency, engagement with citizens and business, and the running of government itself. As such these proceeds will provide a valuable contribution to researchers and practitioners interested in e-Government activity.

These proceedings represent the work of researchers participating in the 15th European Conference on e-Government – ECEG 2015 which is being hosted this year by The University of Portsmouth, UK on the 18-19 June 2015.

ECEG is a recognised event on the European research conferences calendar and provides a valuable platform for individuals to present their research findings, display their work in progress and discuss conceptual advances in the area of e-Government. It provides an important opportunity for researchers and managers to come together with peers and share their experiences of using the varied and expanding range of e-Government available to them.

The conference will be opened with a keynote from Professor Geoff Walsham from Judge Business School, University of Cambridge, UK. The second day will be begin with a Keynote by Professor Sir Nigel Shadbolt, University of Southampton, UK.

With an initial submission of 123 abstracts, after the double blind, peer review process there are 42 academic Research papers, 11 PhD papers, 3 master's Research paper and 1 non academic paper published in these Conference Proceedings. These papers come from many different countries including: Australia, Brazil, Brunei, Czech Republic, Egypt, Germany, Greece, Hungary, India, Israel, Italy, Jamaica, Lebanon, Malaysia, Nigeria, Pakistan, Poland, Romania, Saudi Arabia, Serbia, Slovenia, Spain, Thailand, The Netherlands, Turkey, UK, USA

A selection of the best papers – those agreed by a panel of reviewers and the editor will be published in a conference edition of EJEG (the Electronic Journal of e-Government www.ejeg.com). These will be chosen for their quality of writing and relevance to the Journal's objective of publishing papers that offer new insights or practical help into the application of research methods in business research.

We wish you a most interesting conference.

Dr Carl Adams
Conference Chair
University of Portsmouth, UK

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Biographies

Conference Chair

Dr Carl Adams is a Principal Lecturer/Researcher in the School of Computing, University of Portsmouth, UK. He has over a decade of professional experience as a software engineer, analyst and consultant before going into academia. His research interests explores the wider impact of the digital economy and includes e/m-commerce/government, mobile information systems, social media, electronic money, and impact of technology on society. He has over 100 peer reviewed publications in journals, international and national conferences as well as several book chapters and a book. He has been a key note and invited speaker at conferences and workshops.

Keynote Speakers

Prof Geoff Walsham is an Emeritus Professor of Management Studies (Information Systems) at Judge Business School, University of Cambridge. In addition to Cambridge, he has held academic posts at the University of Lancaster in the UK, the University of Nairobi in Kenya, and Mindanao State University in the Philippines. His research is focused on the question: are we making a better world with information and communication technologies? He was one the early pioneers of interpretive approaches to research on information systems.

Professor Sir Nigel Shadbolt is Professor of Artificial Intelligence at the University of Southampton in the Web and Internet Science Group within Electronics and Computer Science. He is also a Director of the University's Web Science Institute. He has made significant contributions to Artificial Intelligence, Computer Science, Psychology and Web Science and has over 400 publications including the critically acclaimed book 'The Spy in the Coffee Machine: The End of Privacy as We Know It'. Sir Nigel is also the Chairman and Co-Founder of the Open Data Institute (ODI). Launched in December 2012, the ODI focuses on unlocking supply and stimulating demand for open data. It promotes the creation of economic, environment and societal value from open data releases.Since 2009, he has acted as an Information Advisor to the UK Government, helping transform public access to Government information, including the widely acclaimed data.gov.uk site. In May 2010, Sir Nigel was appointed to the Public Sector Transparency Board responsible for setting open data strategy across UK Government. He Chairs the Local Public Data Panel, seeking to promote and develop open data approaches within local government and the UK midata programme whose goal is to empower consumers through access to their data. In 2013 he was appointed a member of the UK's Information Economy Council.In 2006 he was one of three founding Directors of Garlik Ltd, which in 2008 was awarded Technology Pioneer status by the Davos World Economic Forum and won the prestigious UK national BT Flagship Award. Garlik was acquired by Experian Ltd in 2011.In 2013 he was awarded a Knighthood for services to science and engineering and in December 2013 he was listed as one of 50 influential leaders in UK IT in Computer Weekly's "UKtech50".

Mini Track Chairs

Mohammed Al-Husban is a Senior Lecturer/Researcher in the Technology faculty in Southampton Solent University. Al-Husban has worked alongside consultants for several eGovernment projects in the Middle East region. He is involved in eGovernment implementation using Enterprise Architecture frameworks, and his main research interests are in eGovernment personalization and integration, connected government, backend to frontend technology. His current research involves web services and data interoperability in the context of public service integration in electronic government. He has produced a technical framework to aid towards indexing and further integrating public services. He is working on a massive dataset which has emerged from a recent field study, and is looking particularly at integrating specific online services and data sharing between service providers.

Dr Michaelene Cox holds a PhD in political science and is associate professor in the Department of Politics and Government at Illinois State University. She teaches courses in international law, international relations and European Politics, and has authored a number of publications on political participation, social capital, cultural identity and corruption. Her interest in e-government also reflects the interdisciplinary nature of her research. For instance, papers to date that she has delivered at ECEG conferences address topics of corruption and ethics training, and benchmarking East European e-participation.

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Peter Millard with his background of a first class honours degree in Sociology, a Masters degree in Information Systems, together with three years working in the computer industry as a Systems Analyst, is well placed to take an interdisciplinary approach to the study of Information and Communication Technologies. He has worked at the University of Portsmouth for over twenty years and is the Course Leader for BSc (Hons) Business Information Systems and BSc (Hons) Computing and Society teaching modules such as 'The Networked Society' and 'Social & Legal Aspects of Computing'. His research interests are in the social aspects of the internet and mobile computing, focusing in recent years on e-Democracy as a means of enhancing and extending democratic processes.

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E-Political Marketing Tools in Modern Democracies: The Nigerian Perspective

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Abstract: Despite an increasing presence of political consultants, all indications are that elections- promotional activities are relatively static in some countries. These election promotional activities in some nations include professionally produced television advertising; media relations experts who wage spin control; and planned events such as leader tours and television debates. Nowadays, campaigns are conducted by telephones instead of foot soldiers or door to door canvassing. Perhaps the most visible modernization in recent years has been parties' mediocre websites that provide daily campaign updates and which is sometimes mirrored by candidates' amateurish online presence. But, to what extent is American style of political marketing creeping into other countries' electioneering campaigns (Nigeria inclusive). This is the crux of this study. The study surveyed 400 political marketers from the two dominant political parties in Nigeria to identify the e-political marketing tools currently used to reach their electorates on one hand, and factors affecting the choice of the tools on the other. The result shows that there are two categories of e-political marketing tools in use. These are Internet marketing tools and mobile marketing tools. In the same vein, the factors that influence the choice of the tools are impact, convenience, expose reach, cost, time, and frequency. Based on these findings, political managers are advised to take advantage of the tools which are in tandem with global best practices in modern democracies.

Keywords: e-political marketing, campaign tools, democracy, elections, voters, Nigeria

1. Introduction

A campaign is a planned coordinated integrated series of promotional efforts built around a single theme or idea and designed to reach a predetermined goal. Though often associated with advertising, the concept applies much more to all aspects of promotion. (Stanton, 2002). Political campaign is a critical activity in every electoral politics. Scholars see it as the rush of media items leading up to polling day (Stockwell, 2004). Campaigns are multi- disciplinary in nature and draw methods from marketing, political science, media theory, and many other disciplines as well. E-political marketing originated from political marketing as an aspect of social media marketing.

In other words, political marketing has colonized the study of the political campaign over the last three decades (O'Shaughnessy, 1990; Newman, 1994, Johnson, 2001). However, the political campaign uses not only techniques derived from mass marketing and public relations but also social media and network marketing. Election campaigns, therefore, is currently receiving impetus from political marketing tools.

Political parties and their candidate employ modern campaign techniques to manage their interactions with the public via the social media not only to ensure victory in their elections, but also provide good governance if they win. Innovative aspect of this campaign is the use of new technologies such as facebook, youtube, flicker, etc.

All e-political marketing tools used for electioneering campaigns seek to persuade target audiences by managing the message communicated to them via the social media. While the political effect of the social media is still fussy, campaigners seek to communicate their message via all channels used by the target audience: Internet and mobile media.

Finally, audience segmentation, canvassing, and contact with telecom service providers can generate a list of target individuals who can be engaged in interactive communication by direct mail, phone banking, and e-mail (Stockwell, 2004). Political parties therefore, use the obvious e-political marketing techniques like Internet in targeting and segmenting audiences. Thus, it can be seen that political campaigns have driven the understanding of marketing, which is concerned with the identification of consumer needs and satisfaction of such needs at a profit.

Inspite of the foregoing, however, the specific e-political marketing tools that dominate electoral campaigns in democracies around the globe are not well-known. This is the crux of this paper. The major aim of this study, therefore, is to draw scholarly attention to the e-political marketing tools that shape electoral politics by relying on the evidences from Nigeria which is the largest democracy in Africa. The second objective is to determine the factors that affect the choice of these tools. In pursuing these objectives, 400 political office seekers in the current 2015 general election were surveyed in Nigeria.

2. Theoretical framework

Marketing can be defined as the act of identifying and meeting human and social needs. This also includes being profitable. In this sense, therefore marketing is "meeting needs profitably" (Kotler and Keller, 2006). The concept of marketing is no longer restricted to the domain of exchange of goods and services alone but the distribution of ideas (Mone and Bazini, 2013).

Political marketing on the other hand refers to certain forms of political communications within electoral campaigns (Harris et al., 2002). Political marketing was first used by Kelley in (1956) but the idea of Political marketing originated with the broadening "debate" of Marketing in the 1970's by Scholars such as (Kotler, 1999).

Presently more sophisticated techniques have been adopted for political marketing. These include the media supplying the political information that voters base their decisions on. Problems are identified in the society and this serves as medium for deliberation. Citizens, therefore have the chance to get involved with the political affairs and help democracy grow by increasing the number of information sources and the amount of information available to voters. On the conceptual level, Political marketing is yet to be universally accepted among political scientists, though there are group of political scientists which believe that it brings "distinctive strengths lacking in orthodox political science treatments" (O'Shaughnessy, 2001). Political marketing can also be described as "a potentially fruitful marriage between political studies and marketing" (Lees-Marshment, 2001). Given this great importance of political marketing therefore, "there is a crucial need for political marketing concepts to be based "...on both pillars: marketing and political science" (Henneberg, 1995).

In literature, Political Marketing is more researched in UK and USA compared to other countries such as Sweden. Swedish accounts of election campaigns are mainly descriptive with a focus on political explanations of events. Apart from Stromberg (1967) there is only limited research on local election campaigns (Harris et al., 1996).

Literature reveals that there are distinct opportunities for political marketing techniques in Sweden and it proposes to assist greatly in bridging the gaps between the politicians and the voters (Harris et al., 1996).

There are differences in election campaigning between the United States and Great Britain. This is evident in: the election system, the role and status of the parties, and, most importantly, the media system. In the United States, there is moderation in the sense that parties play less role and television advertising is the major campaigning tool while in the British experience, the parties still are the major political players and television advertising is not allowed (Kavanagh, 2014).

E-political marketing is an aspect of social media marketing that uses social media marketing platforms to solicit for the mandate of electorate or voters in election processes. Examples of such platforms are facebook, twitter, flicker, youtube, etc. E-political marketing or online politics involves every method of doing online advocacy, which includes using medium such as website, blogs, facebook, twitter, youtube as promotional or organizing tools (Colin, 2011). Due to these mediums, democracy has become more pervasive throughout the world, but evidence points to a growing, widespread crisis of legitimacy of governments, parliaments, political parties, and politicians in most countries. This is due to the fact that the Internet is seen as the ultimate technology of freedom, its diffusion among citizens is known to be a saviour for the political ills.

In this connection, Rogers (1983) defined innovation diffusion process as the spread of a new idea from its source of invention or creation to its ultimate users or adopters. In other words, the diffusion of innovation is the process by which the innovation is communicated within social system overtime. This process involves the stages of awareness, interest, evaluation, trial, adoption and post adoption confirmation (Rogers, 1983). There have also been warnings on the dangers of electronic democracy due to its ability to fragment citizenship and helping the elites and demagogues to capture public opinions (Anderson and Cornfield, 2003).

The above notwithstanding, the Internet is an appropriate platform for informed, interactive politics, stimulating political participation and opening up possible avenues for enlarging decision making beyond the closed doors of political institutions (Sey and Castells, 2008). It is also important to note that while the vote of an individual has almost no effect on election results, the votes of social groups might. This gives social interaction and groups, which are principally facilitated, by social media networks which play important roles in elections (Shachar and Nalebuff, 1999).

In Nigeria, Voter's support is the best political marketing strategy used by Political organizations, followed by Positive Publicity to win elections (Gbadeyan, 2011). Study also reveals that marketing strategies of Nigerian political parties contain product, price, place, promotion, people, process and physical evidence elements. Nigerian parties are found to be essentially product and sales-oriented in their approach. In addition, there are significant differences in the contents of the marketing strategies employed by Nigerian parties compared to foreign countries (Worlu, 2010). According to Bundi (2011), e-political marketing tools can be noted as follows:

- Mobile Marketing:

This makes use of mobile phones-technologies, and applications to disseminate information to voters, whether prospective or current. Huge opportunities await organizations that understand the potential of affordable mobile stores, advanced applications, and wide-spread usage. Political entities now understand the power of mobile devices in reaching millions of voters. These devices are phone banks, telemarketing, robocalls, etc.

- Internet Campaigning:

The internet has revolutionized campaigning as many Nigerian political marketers purchase banner advertising on popular websites, send unsolicited electronic mail to voters and use e-commerce software to accept donations online. Internet campaigning by political marketers occurs through various forms such as facebook, twitter, LinkedIn, e-mail, flicker, banner ads, etc. For many political parties, electronic mail greatly facilities long-distance communications with party supporters, candidates, electors, and organizations. Grassroots campaigners also emphasize the internet as much as possible.

- Phone Banks:

This is essentially the tool of telemarketing. Here, campaigns are done by hiring private calling centres or asking the party centre to coordinate phone calls in-house.

The phone banks also involve paid callers operating on a quota system and have/cost advantages such as predictive dealing that filters out unusable telephone numbers. Nevertheless, phone banks have become a permanent fixture in most elections because of the number of calls that can be completed.

- Online Pr And Article Marketing

It is important for political marketers to also take advantage of Online PR and Article Marketing where journalists like to get pitched via email. In addition, they use facebook, likedln and twitter, to search out potential stories about a political product, and publish good stories out of it. Political marketers can take time to create and distribute press releases and articles that help promote his political product through these channels, both online and offline.

- Robo-Calls

This refers to the pre-recorded messages from candidates, or campaign workers to electors using automated phone calls. A single telephone computerized auto-dialler can contact up to ninety electors per hour. These robot calls provide advance notice of a direct mailing, remind supporters about early voting options, encourage electors to turn out to vote, and generally target message to specific groups.

- Video Imaging

Today, images can be manipulated using graphic design software, and computer- generated images can be electronically inserted into television broadcast and pictures.

Findings of previous studies reveal that there are prospects and challenges of e-political marketing as a tool for political advertising in Nigeria. One of the prospects is that e-political marketing can reach a very broad audience while one of the challenges is that the ability to constantly deliver messages via the electronic medium is difficult because of the level of infrastructural development in the underdeveloped areas. Also that extent to which the political parties in Nigeria use e-political marketing is minimal and it is therefore recommended that political

In view of the above, 400 copies of the questionnaire were distributed to both the APC and PDP respondents to confirm from their experience the various e-political marketing tools that are currently in use by politicians and if these tools are capable of creating significant level of awareness for political products.

A total of 375 copies of the questionnaire were returned. Out of this number, 367 were considered usable, resulting in a net response rate of 90.3%. This result constitutes a very high response rate, considering that collecting data for such a country-wide study with a large population is difficult due to the numerous obstacles associated with such exercise (Douglas and Craig, 1983).

The questions used in this research represent a qualitative adaptation of this study in a 5 item likert scale in Nigeria's political context. This method is chosen because it is well suited for obtaining in-depth narrative responses, especially for providing broad insight into a party's involvement in e-political marketing.

7. Validity and reliability of measures

The possibility of threat to validity in this study was reduced by presenting a description of the e-political marketing model. The proposed model illustrated external and internal validity and assumptions guiding overall research reliability and potential for generalizeability.

8. Analysis and result

The returned copies of questionnaire constitute a high response rate and provide confidence that non-response is not an issue (Weiss and Heide, 1993). Demographic characteristics of the total sample in the study are presented in table 1.1 below: The analysis was conducted by using descriptive statistics: tables, frequencies, percentages, etc. This was aided by Stasticsical Package for Social Services (SPSS).

Table 1.1: Sample characteristics of Respondents

	PDP	APC	TOTAL
Number of target respondents	200	200	400
Share of actual respondents	186	181	367
Share of respondent rate (%)	93	90.5	91.6
Share of male (in %)	59.5	55.0	54.9
Share of female (in %)	40.5	45.0	47.1
Average age in years (standard deviation in bracket)	(18.78)	(17.09)	(17.44)
Share of respondents who completed university education (in %)	46.4	43.5	43.8
Share of respondents who are married (in %)	63.6	56.2	55.4
Share of respondents who hold office in the party (in %)	82.5	75.5	78.2

Source: Field Survey, 2015.

In all parties, more than half of the respondents were male with the share of male respondents being highest (59.5%). The party subsamples are similar with respect to the age of the average level of education, marital status, position in the party. Our main motivation for limiting the survey to certain states within a geopolitical zone was only the concentration of the membership of the parties being studied in these areas.

Table 2 below presents a list of e-political marketing tools as identified by the respondents:

Table 2: Frequencies of identified e-political marketing tools

S/N	RESPONSES	PDP	APC	TOTAL FREQUENCY	PERCENTAGE
	Facebook	186	181	367	100
	Twitter	182	180	362	98.6
	Flicker	151	123	274	74.7
	Youtube	164	156	320	87.1
	Direct unsolicited e-mail to electors	179	173	352	95.9
	Purchase of banner ads on popular websites	163	168	331	90.1
	Use of e-commerce software to accept donations on-line	159	161	320	87.2

S/N	RESPONSES	PDP	APC	TOTAL FREQUENCY	PERCENTAGE
	Phone banks	183	170	353	96.2
	Political telemarketing	185	180	365	99.5
	Robocalls	175	164	339	92.4
	Video imaging	174	171	345	94.0
	Digg	125	133	258	70.3
	LinkedIn	154	161	315	85.8
	MySpace	133	141	274	74.7

Source: Field Survey, 2015.

9. Interpretation

On a general note, all the respondents agreed that facebook (100%) is much more in use than every other tools. This is followed by political telemarketing (99.5%), and twitter (98.6%) in that order. Relatively, the least employed e-political marketing tool is digg. This is understandable because it is a platform to dig good stuff and release breaking news. It is all about discovering and sharing websites. In which case, users 'digg' for web content and submit links to Digg. These contents range from technology to sports, and there is no editorial monitoring for quality in most cases.

Table 3: Factors affecting the choice of e-political marketing tools

S/N	RESPONSES	PDP	APC	TOTAL FREQ.	PERCENTAGE (%)
	Convenience	186	181	367	100
	Exposure Reach	184	182	366	99.7
	Impact	186	181	367	100
	Frequency	182	180	362	98.6
	Time	184	179	363	98.9
	Cost	185	181	366	99.7

10. Interpretation

From table 3 above, it is crystal clear that convenience (100%) and impact (100%) form the greatest considerations in choosing a particular e-political marketing tool. Next considerations are exposure reach (99.7%) and cost (99.7%) of the tools. These considerations are followed by timing (98.9%) and frequency (98.6%).

It should be noted that Reach (R) refers to the number of different persons or households exposed to a particular media schedule at least once during a specified time period. Frequency (F) is the time times within the specified time period that an average person or household is exposed to the message. Impact (I) is the qualitative value of an exposure through a given medium. (Kotler, 1999).

11. Summary of findings

The e-political marketing tools identified by the respondents under the mobile marketing category are: Phone banks, Telemarketing, Robocalls

Internet Marketing:

This involves the use of the social media channel in the internet to pass information to voters. The channel involves the following tools as identified by the respondents: Facebook, Twitter, Flickers, and Youtube

These e-political marketing tools can reach millions of the target market. To advertise on facebook, for example, a political party may need to set up a corporate profile page.

The factors that influence the choice of a particular tool include: Impact, Convenience, Exposure Reach, Cost, Time, Frequency

12. Implications for political managers

Analysis of the responses indicates a number of critical imperatives for the management of political activities. First, politicians should take advantage of e-political marketing tools to increase voter awareness and participation. Second, impact and reach should be the motive.

Interestingly, political parties in Nigeria are becoming more organized in their campaigning activities, to some extent. The 2015 general election is witnessing substantial co-ordinated activities among the political parties, particularly the dominant ones.

The inclination towards marketing in the management of political campaigning should lead to the use of consultants who have competence in the deployment of e-political tools, particularly in telemarketing and other tools that have been identified.

It is also imperative to have internal staff, supporters, and campaign officials trained in the art of market segmentation, targeting, telemarketing campaigns, and other internet technologies.

13. Conclusion

Several conclusions can be drawn from further research because innovations in electronic technologies are frequent. In most cases, each e-technology is improved upon at regular intervals. This calls for regular researches in the area.

Again, e-political marketing tools identified in this study have a mixed application in some democracies. Video imaging is not common in Canada, for example. But that can be mixed with robo-calls in Nigeria.

Overall, there are indications that in a multiparty presidential system like Nigeria, the ruling party enjoys a number of advantages in the use of e-political marketing tools. However, it must be noted that internet preservation is low in Nigeria due to noted that internet penetration is low in Nigeria due to infrastructural deficit. Moreover, rural dwellers are more in number. This means that e-political marketing suffers obvious limitations. This is why other tools need to be employed by political marketers, besides the e-political marketing ones.

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parties in Nigeria should give due attention to e-political marketing (Asemah and Edegoh, 2012). According to (Dagonaet al., 2013) there is a significant positive relationship between face book usage and political participation among the youth in Nigeria and it affords persons of different perspectives the ability to unite and engage in political discourse.

3. Research method

The results reported here are based on a study of the two Nigerian dominant political parties actively employing the e-political marketing tools in their campaigns for the 2015 general elections. Two hundred political aspirants were purposively selected from each of the two parties [i.e. Peoples' Democratic Party (PDP) and All Progressive Congress (APC)] to serve as a representative sample from the list of candidates who won their parties' primary elections as confirmed by Independent National Electoral Commission (INEC). The 200 contestants from each party were selected from local, state and national levels. This selection process was designed to reflect uniquely hierarchical inputs and levels of election in Nigeria. Only two states were selected from each of the six geopolitical zones in Nigeria and Abuja - the Federal Capital Territory. (See table 1.0 below)

Table 1: A stratification of study population to effect a representative sample.

S/N	ZONE	STATES	PARTY SAMPLING	
			PDP	APC
	North East	Bauchi	15	15
		Gombe	15	15
	North West	Kano	15	15
		Katsina	15	15
	North Central	Niger	15	15
		Kogi	15	15
	South South	Rivers	15	15
		Benin	15	15
	South East	Imo	15	15
		Abia	15	15
	South West	Lagos	15	15
		Ekiti	15	15
	FCT	FCT	20	20
TOTAL			200	200

Source: Field Survey, 2015.

4. Research questions

The major research questions that guided this study are:

- What are the e-political marketing tools in modern democracies?
- What factors influence the choice e-political marketing tools by political marketers?

5. Development of measures

To identify the e-political marketing tools in contemporary democracies, a five-item likert scale adopted from previous studies (Worlu, 2010; Clark and Push, 2001) was used to capture the choice of respondents on the e-political marketing tools, in modern democracies, with particular reference to Nigeria. A five-item Liker Scale was chosen because; it is apt in capturing the choice of respondents in a structured instrument (Clark and Push, 2001).The measures used to identify the e-political marketing tools were chosen on the basis of the literature or secondary data surveyed.

6. Instrumentation

A combination of three survey instruments was brought to bear in the study. The first was the observation of the campaign trends building up to 2015 elections. The second was the focus group interview conducted on a cross-section of the respondents; and finally, the most prominent was questionnaire. The questionnaire was both structured and unstructured. The essence of the structured questionnaire was to enable respondents choose from a range of tools already in use around the world and applied to Nigeria. The unstructured instrument is aimed at enabling respondents to identify, from their experience some specific tools that have not been captured in the structured instrument segment of the instrument.

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