



KNOWLEDGE MANAGEMENT: THE PANACEA FOR GOOD GOVERNANCE IN NIGERIA

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Abstract

Knowledge is light, and light is the only element that is powered to end the dominance of darkness in every sphere of life. Knowledge itself has no values at a first instance until it is processed, structured, retained and shared. This paper seeks to analyze the nexus between how knowledge is acquired, transmitted in order to facilitate connection for human development and implementing decision by governments in Africa, particularly in the Covid-19 Era. The Covid-19 Era was a monumental challenge to African Political leaders and needed to do something fast to get their people out of the troubles that came with Covid-19.

Therefore, leaders were continuously looking for improved ways to enhance performance and results for their citizens, because each day, those in decision-making positions were saddled with the task to choose from sets of alternatives.

"A good decision is based on knowledge and not on numbers" -Plato.

The research questions in this paper are; why do authorities invest less in education? Why is knowledge management implementation necessary? How did Africa manage Covid-19?

This paper adopts a comparative survey and descriptive method of research to analyze the nexus between knowledge management and good governance in Nigeria.

***Findings;** This paper found out that there was a lack of political will by many inept decision makers in sudden challenging moments; as it was with the Covid-19 Era, which resulted in many deaths.*

That the major causes for bad governance in Nigeria are as a result of a lack of knowledge management. It is therefore imperative that those in authority have the political will, a philosophical mind shift for most institutions in order for knowledge management implementation in Nigeria.

Keywords: knowledge, management, democracy, good governance, decision-making

INTRODUCTION

Good governance entails all the processes of governing, the institutional process and the required practices that accommodate issues of common concern are looked into and a decision is made and the manner at which it is regulated. Since governance involves the process of decision-making and the process by which a decision will be made and implemented. Government is one of the actors in governance, while other actors may vary, depending on the level of government under discussion. The ideas of good governance, implies a government that operates under some basic

principles. These principles include; participation, rule of law, consensus oriented approach, Equity and inclusiveness, effectiveness and efficiency, accountability, transparency and responsiveness.

Therefore, benefiting from good governance at whatever level requires first knowledge to integrate the processes applied to reach the decisions that will benefit the daily lives of citizens as well as the development pattern of their country.

Knowledge is key and has been the cornerstone of all decisions made. Knowledge is important whenever we set out to achieve goals as countries, state, region, group, communities and individuals, because the decision made are critical and are based on what is the known at the time is known at the time the decision was made. Every best decision made possible is a function knowledge necessary to ensure that those who are saddle with the responsibilities have the needed skills, experience, values, and understanding when and where is required to do so. Therefore, governance is the art of governing, to the underlying processes of decision making and implementing the decisions made. Knowledge management is the very needed tool and when put to use enables the availability and flow of knowledge through its unique, but interdependent processes and activities of innovation, capture, storage, retrieval and transfer.

CONCEPT OF KNOWLEDGE MANAGEMENT

Knowledge management is a processes of getting, generating, accumulating, transferring and using knowledge for the benefit of society, organization and the individual, and to provide with an opportunity to gain a comparative advantage for survival, growth, influence and prosperity in the globalized competitive economy. According to peter F. Drucker, knowledge management is a bad term; in as much as knowledge cannot be managed.

To understand the concept of knowledge management, it is needful to know what knowledge is about. The word knowledge may sound simple, but in real sense, it definition complex and is not easy to define knowledge.

For us to understand what knowledge is, we may have to look at the nature of knowledge. Philosophers stating with Plato and Aristotle developed Epistemology as a theory of knowledge, where they try to answered to the basic questions: What is knowledge? There were many answers and many arguments used in support the meaning of knowledge, but none of these theory was fully satisfactory.

However, a frequently adopted definition of knowledge is that of "justified true belief" (Noaka and Tekeuchi, 1995). That definition takes into account three major conditions, which are considered vital and some authors call it the tripartite account of knowledge, (Neta and Pritchard, 2009).

(a). The truth condition. it requires that if one knows a proposition then that proposition must be true. If the proposition is not true, then that person does not know what he claims to know. The truth condition makes the difference between opinion and knowledge.

(b) The belief condition. That condition demands that if one knows a proposition then he believes that proposition.

(c) the justification condition. That condition requires a practical way of justifying that the belief one has is true.

When you put these three conditions together for knowing, one may conclude that “the necessary and adequate conditions for knowing that something is the case are first that what one is said to know be true, the next that one be sure of it, and thirdly, that one should possess the right to be sure” (Ayer, 2009; p.13).

Ikujiro Nonaka and Hirotaka Takeuchi (1995) adopted the classical definition of knowledge by Plato that “knowledge is justified true belief”. However, the Western epistemology focuses on truthfulness as being the main characteristics of knowledge, Nonaka and Takeuchi (1995, p.58) focus on justified belief arguing that: “while traditional epistemology emphasizes absolute, static, and nonhuman nature of knowledge as a dynamic human process of justifying personal belief toward the truth”. The truth must be justifying by evaluating with a usefulness of metric and not with logical one. This provides a managerial practice and consider that the best way of justifying is a looking at social context where brand knowledge is created and shared. I may not want to get deep in the search for the meaning of knowledge, because the definition of knowledge remains a problem, particularly in the managerial sphere, since knowledge, becoming a strategic organizational resource, therefore need to be defined as an organizational concept conducive for business environment and not as an abstract.

Dombrowski et al. 2013) explain that there are three kinds of knowledge: a. experiential knowledge; b. skill; c. knowledge claim. This three kind are interconnected, but each has a specific feature. For example; experiential knowledge is the knowledge acquired through direct connection with the environment, it come via our sensory system, it is then processed by the brain. For instance, if you want know what fire, you may need to go where there is fire and touch it. We therefore understand that the definition of knowledge remains a problem, at least in the managerial demission, because knowledge has become a strategic managerial resource, may be properly be defined as an organizational operational concept ideal for business environment. People living in tropical zone where there is never snow, will have difficulties knowing what snow is, also people living tropical Africa where there is harm attain. Experiential knowledge is personal, because it can be gotten through direct interface of our sensory system and then processed by our brain. Skill means knowledge about how to something (know-how) it is based on experiential knowledge which is well structured and action orientated knowledge is gotten by performing repeatedly a certain task and learning by doing it over and again.

Knowledge is in a form of an objects, stock, or resources. This is so, because objects are tangible with clear and can be easily identify. Until properly manage the maximum benefit and value will not be achieved. To manage knowledge cannot say to be an easy task, it is an essential part of individuals, sectors, communities and organizations in a country. Knowledge plays an important role in decision making and what it does in the lives of all these carriers of knowledge. Countries has made it mandatory for government to relied on, and manage their knowledge for a continuous good governance so that they can effectively promotes innovation and creativity which is geared towards development of the society. Knowledge management is a tool, whenever properly use or implemented, enables the availability and accessibility of knowledge through its distinct, interdependent processes and activities of capture, creation, storage and retrieval and transfer.

Knowledge management is enabling the creation of knowledge through various activities and ensure the sharing of knowledge. For the creation process of knowledge ensure that new knowledge is available and sharing processes makes it transferable. Some knowledge process can be implemented within a current government policy a structures. The success of this all depends on the set goals desiring to achieve, the Organizational practices and culture of employees in changing their mind sets, employees' perceptions and the ways they work. For some knowledge processes to be implemented within the current government structure, there is the need to be truly undergoes fundamental changes such as flatters hierarchies which are empirical to ensure to the improvement of skills and experiences within government and between citizens and government. Fundamentally, knowledge management is not about only storing knowledge, and be able to access it whenever we need it, it also about bring key changes in the way government processes are made and implemented. The key focus of knowledge management in government include:

- a. Capacity building of people and the requisite processes of effectiveness and efficiency in achieving their mandate of governing.
- b. To improve product delivery and services to all citizens, in order to improve quality of their life.
- c. Knowledge management leverages the above mention capacities and skills, service and products, and processes which is gained through processes and creative activities, transfer and relevant application, helping to achieve national development objectives.

Knowledge management is a long term process which cannot be achieve overnight, there for requires careful planning and analysis. Practices makes perfect. Therefore, governments that are interested in knowledge management usually learn from others that have done so before. This learning from others will provide an outcome and strategy that will be geared towards the needs, goals, and budget of the implementing government. Essentially, knowledge management may be complex, but very important because through it skills, understanding, capacities, solution orienteers, value addition, will always be available and accessible in government, which may help inform decisions and at the end the best possible decision is made. "knowledge has become the key economic resource and the dominant-perhaps event the only-source of competitive advantage"- peter Drucker.

Good governance

The term good governance is an expressional adjective to connote certain value-assumptions, but the word governance as a process means value free addition. Therefore, good governance is related to efficient and effective admiration in a democratic setting. Its I about deliberate and development oriented administration that is determine to provide and improve quality of life of the people. This means high level of organizational effectiveness. It fundamentally, relates to the capacity of the Centre of political power, decision making and administrative system ability to manage emerging societal challenges. Good governance highlights or installed positive virtues of administration and elimination of vices of dysfunctionalities. Good governance creates credulity, citizen- friendly and legitimate administrative system. In other to understand good governance, it is imperative to note that the word was drive it relevance from in the light of malfeasance, over-feasance. The democratic form of government in many countries prove to be characterize with miss used of public funds, misused of power, fraud and embezzlement of funds are perpetrated by political leaders. This is predominant in the developing countries.

The key issue that has become focus to governance is the role of government in economic management. That despite limited resource, the governments are expected to perform certain key functions, these include (i) Maintaining macroeconomic stability (ii) developing infrastructure, (iii) providing public goods (iv) preventing market collapse, (v) promoting equity. Investment risk is usually high with market stability, which may result to uncertain business prospect for investors. Not only uncertainty instability brings, but also inflation and external imbalance, which do not provide a healthy environment for balance business decisions. At this point, due to high inflation, the lower-income categories are usually hardest hit, due to price increases.

In 1998, the idea of governance was first highlighted in a world bank document on Subs-Sahara Africa, where four key dimensions were identified:

1. Public Sector management
2. Accountability
3. Legal framework for development and
4. Information and transparency.

Since governance is the process of decision making and the process by which decisions are made and implemented. The implementation of decision is made by actors in governance, which include government, cooperatives, Research institutes, religious leaders, finance institutes, political parties, the military and NGOs. Apart from government and the military, others are group together as civil society. This paper highlight the basic elements of good governance thus:

Participation: participation of women and men in divers' ways I n the activities of government, directly or indirect through some legitimate intermediate representatives or institutions. This does not necessary mean that representative democracy will take all needs to consideration during decision making. The idea of participation means freedom of expression and association and organized civil society. This principle simply, holds that people are at the Centre any meaningful development, as well they are the agents of development. The people act through organized groups and associations. (eg. Nongovernmental organization (NGOs)., Political Parties, etc.

Participation often result to demand for accountability. Also, citizens demand for sustainable policies, programs, project and stakeholders' capacity enhancement. In participation, government structures become flexible for input, and to improve he the design and implementation of public projects. Participation in economic life by agents other than the state address not only the role of the private sector, but also the activities of NGOs. the civil society have the capacity to identify people's interest, able to mobilize public opinion in support of theses interest with corresponding action. Civil societies are close to their constituent and can easily provide governments with useful information in enhancing participation at local community level and facilitating "bottom-up" approach to social and economic development.

RULE OF LAW

Fair legal frameworks are function of good governance, that are enforced without prejudices. Theses requires full protection of human rights, especially of minorities. Therefore, for the impartial enforcement of laws, requires an independent judiciary and incorrupt and impartial police force. Rule of law is key to good governance because of it pivotal role. It provides legitimacy and authority to the government. Rules and regulation provide the basis for action and decision making process, (Dworkin, 2012). Therefore, without rule of law, the desire for good governance cannot be achieve. One method of achieving good governance is ensuring that citizens fully

participate in the process of governance. Citizens participation in good governance implies that the citizen has free access to official information.

In an effort to strengthening rule of law, enhancing enforcement such as anti-corruption war, by improving forensic sciences, establishing forensic laboratory, a review of rules on preliminary investigations is important. The authorities must therefore deploy the requisite knowledge in other to achieve good governance.

Transparency

Transparency is the state where decisions are taken and the enforcement of such decisions are done in a manner that follows due process, rules and regulations. Transparency means free flow and available of information to those who will be affected the by it. It also means that the information provided is easy to understand. Transparency refers to availability of information to the general public on what the government is doing, it rules, regulations, and decisions. It is imperative to strengthen citizens right to information. Thou it is hard to have access to information. In the same regard, restrictive laws that permit public officials to deny information to citizens need to provide for independent review of claims that denial is justified for the general interest of the public. Transparency ensures accurate and timely access to information about economy and government policies that necessary for economic decision making. Available data should be freely access by economic agents, example, the capital market and financial sector. It is indeed laudable to state that transparency in government decision making and public policy implementation minimizes uncertainty and can help reduce corrupt practice among public officials.

Responsiveness:

Responsiveness in good governance is the state where institutions and processes try to attend to all stakeholders within a reasonable time. (UNESCAP,2009). There is always a feedback that determine to link between government and the general public. The actions and inactions of government define it responsiveness. Time is very important to the people the state served, therefore, expectations are within a particular time frame because that service delivery is a function time. For instance, within the organizations, e-HRM provides required services to the employees and employee related information to the management within a reasonable timeframe or quickly (Lepak and Snell, 1998; Parry, 2011). When government is seen as responsive they build a wall of support, allowing them to them to make decisions that are not necessary responsive but possibly responsible. When government is responsive, they simple build a reservoir of good will, which is often used to survive more turbulent times. In essence, responsiveness means the short-term match between what people want and what they receive from political parties and leaders in terms of policies and policy output. (kang and powell, 2010). Theoretically, the reactions of citizen are then supposed to feed back to the Political representative and should preferably affect their future actions. Government that act responsive is rewarded with support and trust on behalf of the general public. As a fundamental principle of democracy, government should be at least minimally be responsive to what the majority of the people want (powell,2004; Dahl,1998). When policies of government are seen as people ideas and preferences, such government are seen as people's oriented government and people are more likely to express support for the political system when responsive is high (Torcaal,2014). Conceptually, support and responsiveness are different, but the former constitutes an import determinant of the latter. Because citizens may consider government worthy of support, and could be therefore be perceived as enjoying some degree of legitimacy,

when seen as act in accordance with the preferences of the majority of the citizens (Easton's, 1965, 1975. What arises in line of my thinking concerns the formation of reservoir of goodwill.

I may have to point out, that government have to maintain a balance between citizens demands for policy responsiveness and the need for responsibility.

Accountability

Time and space may not allow me to discuss in all and in details the elements of good governance, however, accountability is a key requirement for good governance. Not only to public institutions but also to the private sector and civil society organizations as well, and must be accountable to the public and their respective institutional stakeholders. generally, institutions and organizations are accountable to those who will be affected by its decisions or actions. It is the function of accountability to make public official answerable for government action and inactions, behavior and responsive to the body from which they derive their authority. Accountability means establishing criteria to measure the performance of public officials, as well as oversight mechanisms to ensure that the standards are met.

According to LAN and BPKP (LAN and BPKP,2000), performance accountability is the obligation to provide accountability or answer and explain the performance and actions of an organization legal person/chairman to a party who has the right or authority to request information or accountability. According to Hopwood and Tomkins, 1984, accountability must have met the following dimensions by public institutions.:

- a. Accountability Law and Honesty;
- b. Process Accountability;
- c. Program Accountability; and
- d. Policy Accountability.

The interlink between the elements of governance

The element discussed earlier are mutually supportive and integrating. First instance indicate that accountability is often related to participation, and is also the safe path to predictability and transparency. There is a growing body of knowledge on the subject of accountability as it relates to state and citizen, known as citizen-state relations in developing nations. This stems due to longstanding debate and interest in democratic process and the commitment to support governments to be more responsive to their citizens. There has been recognition of the role that government and accountability play in national development. For example, analytic inquiry and international discoursed on:

- a. How to ensure transparency been recognized as an important for effective policy making and implementation. By ways of ensuring accurate and verifiable budgeting and for wider probity.
- b. The discourse highlight on the need to encourage broad-based participation in strengthening the political involvement of citizens in decision making processes for legitimacy and control.
- c. How to improve the access and quality of public services to all citizens? (world Bank, 2004)

Such co-operation wholly involves support; for the 'supply side' of accountability (the state institution such as the audit institutions and the parliaments, as well as the larger government reforms for public procurement or financial management. For the demand side, where citizens

demand for more transparent, accountable government, b strengthening civil society organizations or the media. (political context, formal and informal model model).

In summary, domestic accountability is about the relationship between the state and the citizens and the extent to which the state answerable for it actions. Accountability in governance bring together a variety of actors and institutions, for instance, accountability for the oversight of public resources involves national audit institutions, parliamentarians' ministry of finance officials, media, civil society groups. It is not a responsibility of one institution acting alone.

The relationship between state and citizens are embedded in certain context, with their incentive, political realities, structure and configurations of informal and formal power. (OECD,2005/2008). To mention without much emphases, there are external global drivers of accountability and governance that affect the accountability systems, these include: regional or international agreements, standards and procedures, (such as human rights frameworks or corruption instruments). Also the activities of multinational firms whose actions are initiated and controlled, to some degrees, outside the borders of the country involved.

Decision Making and Governance

The act of governing is what government is all about and there is procedural approach of making and implementing every decision government takes. However, those in decision making positions are faced with some sets of alternatives from which they must choose and make decision on. With the choice they make, there are certain actions that should be implemented to ensure that the chosen alternative is carry out. Therefore, governance is making the possible choice and following through on its implementation through supportive action. In real sense, governance is not an exclusive duty of government as some perceived it to be, but that responsibility is to be shared with other segment of the society. Example, civil society organizations and corporate bodies. Usually, the business of government does not solely depend on senior decision makers but rather applied to other levels. What is important is making the best decision possible for all concerned and not about just making good decision. According to Peter Drucker, 2017. "most discussions of decision making assume that only senior executives make decisions or that only senior executive decision matter. This is a dangerous mistake".

Governance cannot be void of associating with improve project performance which also link to decision making. For instance, if parent organization are focused the likelihood to see some degree of success. This simply implies that there is a direct relationship between the various level and commitment towards the main objective and the decision making. Joslin and Muller (2016).

Government is expected to create a conducive environment in which people and various level make decisions in the best interest of the organization. Government by stewardship theory, that will achieve by people acting or behaving collectively, and in trustworthy manner. Thaler et al (2014) suggest that decisions are usually not taken in vacuum, but in an environment where features, noticed and unnoticed, can influence the decision. Dolan also, postulate that decision-making can be improved by (Dolan et al,2010):

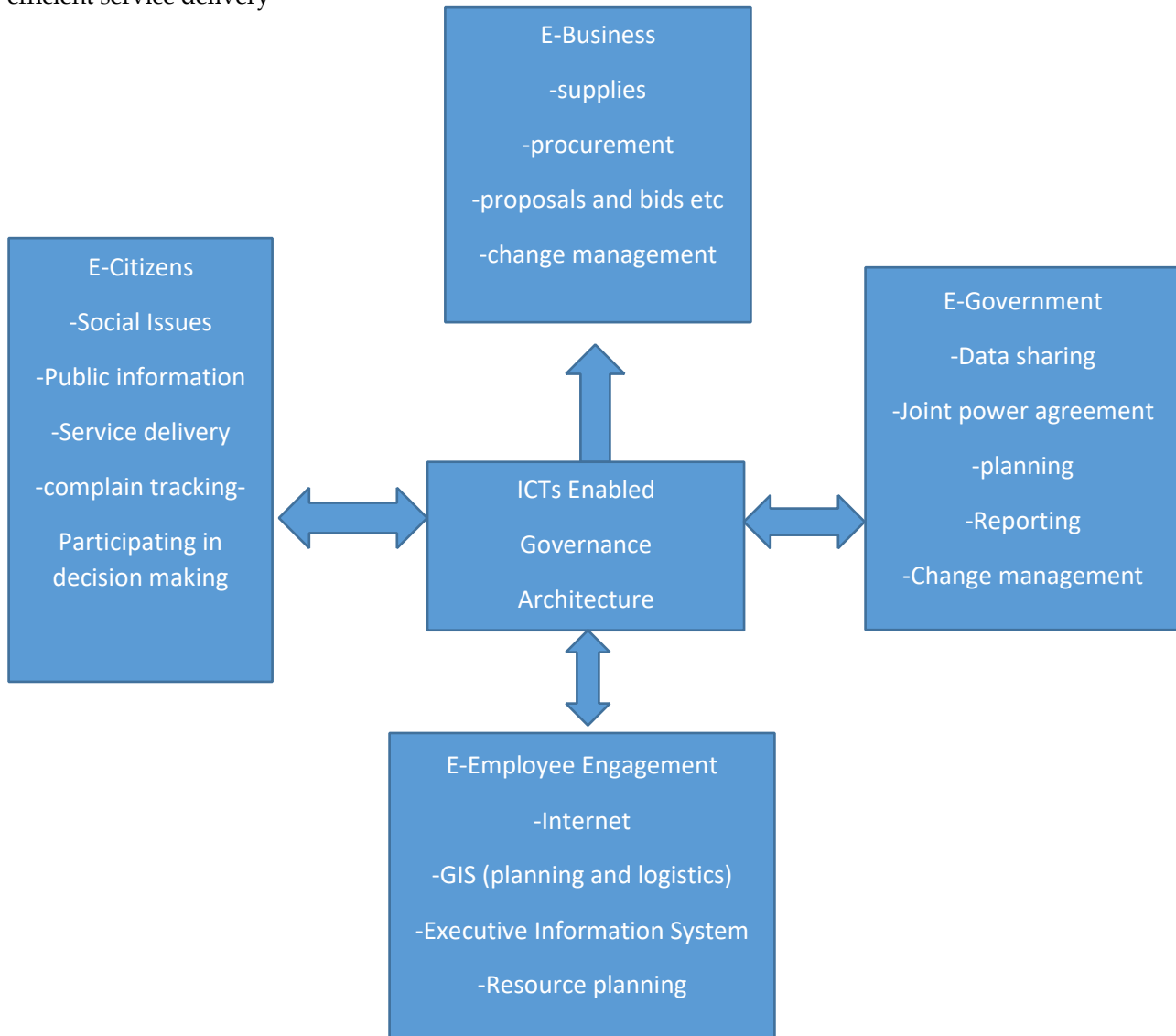
- i. Easy; this means reducing choice overload, while ensuring all options are properly considered;
- ii. Attractive; Ensuring that decisions are properly structured with positive and negative factors considered;
- iii. Social; Ensuring decisions properly involve all stakeholders;

- iv. Time; Making decisions in the best long-term interest of the organization and not short term utility.

ICT in Knowledge Management

The coming of information and communication technology has change our world and the way information and data are stored, accessed and shared. This put together form the basis for decision making process and the gen to achieve good governance. Therefore, it is imperative that the desire for good governance focus on ICT solution, applications and infrastructures. The ICT is meant to support the knowledge processes used. Example, ICT provide a quick knowledge flows through systems, and making sure it reaches it targets faster, so that a quick and effective decision is made. The application of ICT enhances good governance, because it encourages transparency and delivery service effectiveness, whereby helping to war against corruption. Citizens are therefore provided with information from the government and what the government and participation of citizens in the government democratization process and human rights protection. The use of ICT enables the actualization of good governance because it provides citizens with the access to relevant information that enable them to participate in democratic governance and in the protection of their rights. Therefore, for ICT to be an effective infrastructure for knowledge and decision making in governance, it is imperative to pay attention in careful planning alongside the national development goals of a country. Whenever ICT is not functional will result to frustration for citizens and eventually harm the relationship or network between government and citizens and the negative impact on the goals of good governance. ICT allows criticizes and government to participate in governance in a quick changing world where democratic ideals are increasingly change by access to varied and developing technologies and ideas (Ertmer, 1999). Good governance can be promoted when government use information and Communication (ICTs) connectivity tools, things like internet, websites, face-back email. Twitter and intranet to leverage service delivery to citizens. The (ICT) is important, because it is used to reduce personnel costs, reduced complexities of procedures and processes of doing government business. Task and decisions that humans do can be done by the ICT. When ICT is aligned with goals of governance, it can help to enhance efficiency and effectiveness in governance in good governance (Sharma, 2010). Good governance depends on access to information and knowledge about political activities, about citizen's welfare, service delivery, police choices, Nigeria not excluded.

Figure 1 Constructed Conceptual Framework for using ICTs to promote good government and efficient service delivery



E-governance is the means by which ICT can be used to manage institution, people and government activities. Government activities need to be computerize to replace the existing manual work. Because the E-government provides public access through the use of internet, transforming efficiency of government units (Peter and Pierre, 2007; Curristine, Lonti & Jourmard, 2007). Knowledge economy can only be managed by E-government, due to the way it affects employees, citizens and other tiers of government and business. Ministries, MDAs, Agencies, department and units do have their websites for access to exchange information of all what not. This information access is both to other departments and the general public. Card readers, license application, transfer of funds, procurement, financial transaction, voter registration, tracking of

permits can be easily done on online. today Nigeria has adopted the use of electronic means to simplify and enhance service delivery. The continue introduction of the use of ICT in governance in the Nigeria is the right way to go. It therefore imperative for the government to support the management of ICT for good governance. Kaduna state comes to mind as the must E-governance state in ease of business.

Social Issues

ICTs has the capacity to enable Nigerian government to determine the variations in social change. Such changes can be administrative, economic, political, social or individuals. Social change via ICT compel officials on how to think and act, how they view their jobs and how information is being shared between units and departments. Platforms like the face-book, WhatsApp, Instagram, email and twitter are now used by officials to engage with citizen on activities of government and policies for relational management. The Nigerian federal government has established a whistle blowing policy and websites to combat corruption, crime and insecurity and as well established a website where government communicates with citizens on public fairs and services.

Change Management issues

ICT tools to enhance organizational and institutional changes made a tremendous impact on governance in Nigeria by way of decision making process, power delegation, bridge building and service delivery. The ICT has made citizens well informed and freely contribute to governance, as well the opportunity to demand from politicians, executives’ managers alike in Nigeria.

E-citizen Issues

Citizen-government interface is enhanced by the use of ICT tool, because it creates avenue for good governance and opportunity for citizens to participate n the governance process; Like in democratic debates before decision making; policy expansion and the stock of policy knowledge management, tax payment, transparency, transparency and accountability, greater representation of the vulnerable and marginalize communities. Example, women and age children that are kept marginalized.

The status of ICT before 1999 in Nigeria was very low. The total fixed phones lines were less than 400,000, regular internet users less than 200,000(National ICT policy, 2012, p.8). today Nigeria has slipped from approximate of 400,000 to fixed phone lines before 1999 to 222.5 million telephone subscribers in Nigeria as of the end of 2022(National Bureau of Statistics)

ICT Integration into Government Infrastructure (National ICT policy 2023 and National Broadcasting Cooperation (NCC)

Mobile penetration (per 100 people-----39.92%
 Internet penetration (per 100 people-----55.4%
 Internet users (000) -----159.5 million
 Broadband penetration-----70% pc penetration (number of pc per 100) ----30%
 Number of ICTs companies registered in Nigeria---4,569,288million

RESULT

The relationship between data, information and knowledge remain the key to nation building. Therefore, nations that managed knowledge, provide to its citizens an asset that is personal in nature, unique to each individual based on what have been taught and have learned during the

course of their lives. Organizations that adopt a shift in philosophy, not only in how people work, but more importantly in how they behave and interact with each other, literally had change the cause of history for what the organization stands for.

Indeed, it has been proving with -ought a shadow of doubt, that knowledge has become the key economic resource and the dominant, and perhaps even the only source of competitive advantage.

“To be knowledge focused is to take the intangibles seriously, to see your organization as if it consists of primarily the intangible assets and the flows of knowledge between them” -Karl Erik Sveiby.

CONCLUSION

Governments should labor to achieve good governance within the parameters of knowledge management, as this will help to eradicate poverty, fight corruption, and this will result to economic, social, and environmental progress. for a state to achieve good governance, this can only be possible when government, citizens and communities have access to knowledge that can provide the information needed for their decision and actions. Knowledge management is a tool that can guarantee the availability and accessibility of knowledge when and where is needed. This should be planned and integrated into the national strategies of a country, the likes of Nigeria to ensure success.

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