

COVID-19 and Public Sector Management in Africa: Exploring the Use of Social Media Platforms

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Abstract

Covid-19 pandemic has changed the landscape of public sector management in Africa. The citizens are denied quick and direct access to state resources in observance of Covid-19 protocols. Many of the sectors are either shut down or operate at strictly restricted conditions thereby not allowing the citizens ample opportunities. This study therefore examined the possibilities of leveraging on information and communication technologies especially social media on bridging the overt gap between the sector and the populace for enhanced service delivery. The study adopted qualitative research design and make use of secondary sources of data through extensive review of related literature within the ambits of New Public Management Theory to espouse the situation and draw the way forward. It observed that covid-19 pandemic significantly separated the public sector from the people and made its management difficult; it also surmised that the sector was less efficient within the covid-19 era. Consequently, the study recommends that the use of information communication technologies (ICTs) especially the social media could bridge the gap and bring the sector back on track.

Keywords: COVID-19 Pandemic, Social Media Platforms, Public Sector Management, Information Communication Technologies (ICTs), New Public Management.

Introduction

The severe acute respiratory syndrome coronavirus-2 (SARS-CoV-2) is highly contagious, spreading globally in a short period of time, and was declared a global pandemic by the World Health Organization on March 11 2020, (WHO, 2020). COVID-19 is affecting countries all over the world, whereas Africa is the last continent to be hit by the pandemic. The continent confirmed its first case of COVID-19 in Egypt on 14th of February, 2020, and from sub-Saharan Africa the first case was reported in Nigeria on 27th of February. An Italian patient, who flew into Nigeria from Italy on 25th of February, 2020 came with the pandemic (WHO 2020). From then till present, the number of cases continues to rise throughout the globe and has become a serious menace to public sector management in Africa, (Lone 2020). The public sector management began to suffer great loss and the people, who the services are meant for, do not have access to the services due to either shut down of the public organization or they operate at strictly restricted conditions thereby not allowing the citizens ample opportunities. Many people depend on the public sector for services because their services are affordable. The Covid-19 and the lockdown policies introduced by the government made people to be solely dependent on the social media; the social media becomes the only source through which the management of the public

sector is done without people coming in contact with each other in Africa and across the globe. The study therefore tries to establish if the use of information communication technologies (ICTs) especially the social media could bridge the gap and bring the public sectors in Africa back on track.

Research Objectives

1. To examine the impact of COVID-19 pandemic on public sector management in Africa,
2. To ascertain if social media has bridged the overt gap between public sector and the populace in Africa.

Research Questions

The following research questions were raised to guide the paper:

1. To what extent has COVID-19 pandemic impacted on public sector management in Africa?
2. How has social media bridged the overt gap between public sector and the populace in Africa?

CONCEPTUAL CLARIFICATIONS

Corona Virus 2019 (COVID-19) Pandemic

The Coronavirus (Covid-19) is a global pandemic and an infectious disease which causes respiratory infections ranging from the common cold to more severe respiratory difficulties. The origin could be traced

to Hunan seafood market at Wuhan, China in December 2019 (Shereen, Kazim, Bashir & Siddique, 2020, pp. 91–98). By 11 March, 2020, the World Health Organization declared it a pandemic (WHO, 2020). Since its emergence, the virus is said to have accounted for about 512,311 deaths globally out of a swooping statistics of 10,514,028 positive cases which sadly increases daily (WHO, 2020). Subsequently, the cases increased in the whole world and in African continent, in 2020, almost 28,711 positive cases and 11,665 recuperated persons were identified (NCDC, 2020). The most-affected countries with more than 30,000 confirmed cases of SARS-CoV-2 are the United States of America, Spain, Italy, Germany, France, the United Kingdom, China, Iran, Turkey, Belgium, the Russian Federation, Canada and Brazil and lastly Africa continent. However, the number of cases continues to rise throughout the globe and became a serious menace to public sector.

To prevent the wide spread of COVID-19, the World Health Organization (WHO) and the Nigeria Centre for Disease Control (NCDC) brought the following COVID-19 precautions, such as: physical distancing, wearing a mask, keeping rooms well ventilated, avoiding crowds, cleaning ones' hands, and coughing into a bent elbow or tissue. The speed by which the virus spread led to the shutdown of most public sector enterprises while others

operated at strictly restricted conditions, thereby, not allowing the citizens ample opportunities (NCDC 2020) and (WHO 2020).

The Covid-19 and the lockdown policies introduced by the government made people to be solely dependent on the social media, thus the influence the media had during this period have not been attained in any other pandemic.

Social Media Platform

Social media is an umbrella term. At its simplest, it is the integration of technology with social interaction to create value. It rests on internet tools that enable shared community experiences through multidirectional conversations that create, organize, edit, combine, and share content (Clay Shirky. 2008) in (Serrat 2010).

Interacting with friends and family across long distances has been a concern of humans for centuries. As social animals, people have always relied on communication to strengthen their relationships. When face-to-face discussions are impossible or inconvenient, humans have dreamed up plenty of creative solutions which gave birth to social media.

Social network is “the online place where people with common interest can gather to share thoughts, comments, and opinions (Weber, 2009). Weber went further to state that social media platforms consist of social networks, such as Facebook, branded web destination like amazon.com, e-bay, twitter, snap chat, what's app, instagram, we chat,

Youtube, others are WhatsApp, TikTok, Ayoba, All Social Bundles, Opera Mini & News, 2GO, Eskimi etc. In agreement with Weber, Social Media Platform is an offshoot of the Internet and according to DiMaggio et al. (2001, p. 307), the Internet refers to the electronic network or networks that link (s) people and information through computers and other digital devices; thereby allowing for person-to-person communication and information retrieval.

There is no doubt that the popularity of the social media has been greatly enhanced by its flexibility, interactivity and ability to perform multiple roles in almost every sphere of life. Unlike the mainstream or the traditional media with their rigid regulations and time-wasting characteristics, the social media platforms are virtually free, instantaneous, open to all, have little or no restriction on what to say, when to say it, how to say it and who to address it to (Okonkwo et al 2015).

Accordingly, Nwabueze, Obasi & Obi (2013) postulated that the social media ushered the world into what can be called 'attention age,' an era which followed after the information age; and characterized by the ability of individuals to create and consume information instantly and freely, and as well, share it on the Internet via social media.

A further proof of the wide acceptance and attraction of the social media can be seen from the number of people that operate social media

accounts. About 2.7 billion Africans are on different social media platforms.

Social networking has made it easy for anyone to create and, most importantly, to distribute their own contents. For Okonkwo, Eyesi & Ololo (2015) social media facilitates interactions, collaborations, and sharing of contents, which is done through: Blogs- comprising individuals or firms online journals that often combine with audio or video podcasts; Content communities websites for organizing and sharing particular types of contents; Forums/Bulletin Boards: sites for exchanging ideas and information, usually around special interests; Context Aggregation.

It should be worthy of note that any of the above categories of social media can be used in the management of the public sectors in Africa. More so, social media platforms no doubt have so much influenced the public sector, in that virtually all facets of the sector cannot do without social media presently due to the emergence of COVID-19 pandemic.

The origin of social media stretched far deeper than one might imagine. Although it seems like a new trend, sites like Facebook are the natural outcome of many centuries of social media development (Hendricks 2021). The earliest methods of communicating across great distances used written correspondence and delivered by hand from one person to another, in other words, letters. The

earliest form of postal service dates back to 550 B.C., and this primitive delivery system would become more widespread and streamlined in future centuries.

In 1792, the telegraph was invented, which allowed messages to be delivered over a long distance far faster than a horse and rider could carry them. Although telegraph messages were short, they were a revolutionary way to convey news and information. Telegraph is no longer popular outside of drive-through banking, the pneumatic post, developed in 1865, created another way for letters to be delivered quickly between recipients. A pneumatic post utilizes underground pressurized air tubes to carry capsules from one area to another (Hendricks 2021).

Two important discoveries happened in the last decade of the 1800s: The telephone in 1890 and the radio in 1891. Both technologies are still in use today, although the modern versions are much more sophisticated than their predecessors. Telephone lines and radio signals enabled people to communicate across great distances instantaneously, something that mankind had never experienced before (Hendricks 2021).

Technology began to change very rapidly in the 20th Century. After the first super computers were created in the 1940s, scientists and engineers began to develop ways to create networks between those computers, and this later led to the birth of the Internet. The earliest forms of the

Internet, such as CompuServe, were developed in the 1960s. Primitive forms of email were also developed during that time. By the 70s, networking technology had improved, and 1979's UseNet allowed users to communicate through a virtual newsletter.

By the 1980s, home computers were becoming more common and social media was becoming more sophisticated. Internet relay chats (IRCs), were first used in 1988 and continued to be popular into the 1990's.

The first recognizable social media site, Six Degrees, was created in 1997. It enabled users to upload a profile and make friends with other users. In 1999, the first blogging sites became popular, creating a social media sensation that's still popular today (Hendricks 2021).

After the invention of blogging, social media began to explode in popularity. Sites like MySpace and LinkedIn gained prominence in the early 2000s, and sites like Photo bucket and Flickr facilitated online photo sharing. YouTube came out in 2005, creating an entirely new way for people to communicate and share with each other across great distances.

By 2006, Facebook and Twitter both became available to users throughout the world. These sites remain some of the most popular social networks on the Internet. Other sites like Tumblr, Spotify, Foursquare and Pinterest began popping up to fill specific social networking niches.

Today, there is a tremendous variety of social networking sites, and many of them can be linked to allow cross-posting. This created an environment where users can reach the maximum number of people without sacrificing the intimacy of person-to-person communication. We can only speculate about what the future of social networking may look in the next decade or even 100 years from now, but it seems clear that it will exist in some form for as long as humans are alive

Public Sector Management

In most African states, government participation in economic activities started during the colonial period. During this era, the colonial state was noted for having established various enterprises involved either in manufacturing, distributive or even agricultural activities, (Nwachukwu et al 2011) in (Obi 2013). With the attainment of independence by most African countries in the late 1950s and 1960s, the public sector generally became the pivot that promoted socio-economic development (Aye 2005).

Public sector according to Ademolekun (2002) in Ugbo (2008) is an organization set up as a corporate body and as part of the government apparatus for an entrepreneurial or entrepreneurial-like objectives. Agreeing with Ugbo, public organizations are government establishment set up to implement their programmes and policies which

one of them is for the interest of the public

The basic function of the public sector, which comprises a number of institutions for the making and implementation of decisions with regard to interests of various kinds, was to provide goods and services to citizens based on “realization and representation of public interests and its possession of unique public qualities compared to business management” (Haque, 2001: 65). Public sector management covers such aspects of management as productivity management, and management of human, financial and other resources. It involves an array of activities ranging from planning, formulation and implementation of policies, programmes and projects for the delivery of goods and services to the nation through a number of government and quasi-government institutional arrangements.

The ultimate objectives of public sector are: to provide a stable, reliable and impartial service to the government of the day; to increase the efficiency and effectiveness of the government by providing quality human resources input, so that the government’s multifarious services to the public, and its national development activities are implemented; to effectively manage the public service within the framework of good service to the public, concern for welfare of employees, adherence to the public service Act and attainment of the

national socio-economic development objectives, ” (Fiszbein, 2000: 163) in , (Aye 2005).

However, the public sector has not been able to perform its function effectively because of its “accumulation of excessive power, lack of accountability and representation, indifference towards public needs and demands, official secrecy and inaccessibility, and role in depoliticizing the public sphere” (Garnham, 1990; Haque, 1994). This ineffectiveness coupled with the economic crises of the late 1970s and 1980s and the apparent lessons from international experience of the success of market-friendly economies have combined to produce what some scholars have referred to as the “redefinition of the role of the state or public sector” (Fiszbein, 2000: 163) in ,(Aye 2005). With the above mentioned inefficiency of the public sector management, the economic crisis of the late 1970s and 1980s, the COVID-19 and the lockdown policies introduced by the government, made the public sector to depend largely on the social media for its management. Thus, the influence social media have on public sector during this period have not been attained in any other pandemic.

Information and Communication Technology (ICTs) and its role in public sector in Africa

A good way to think about ICT is to consider all uses of digital technology that exist to help individuals,

businesses and organizations use information. The Information and Communication Technology Association of America (2005) in SAMBO (2015), defines Information and Communication Technology (ICT) as the study, design, development, implementation of computer based information support systems, particularly software applications and computer hardware. Roger (1996) defines ICT as the use of modern technology to aid the capture, processing, storage and retrieval, and communication of information whether in the form of numerical data, text, sound or image. ICT covers any product that will store, retrieve, manipulate, transmit or receive information electronically in a digital form. For example, personal computers, digital television, email, robots. So ICT is concerned with the storage, retrieval, manipulation, transmission or receipt of digital data. Importantly, it is also concerned with the way these different uses can work with each other.

Nagy (2003) posited that ICT is becoming a powerful tool for mobilizing civil society and the underutilized human resource. ICT is an all-purpose technology. ICT, particularly the internet, is a networking infrastructure that can connect, empower and coordinate as well as deliver all kinds of services. Nagy maintained that this networking infrastructure is also a delivery channel for reaching the poor and

remote areas with more responsive and cost effective public services.

The role of ICT in public sector in Africa included the following but not limited to:

1. As a knowledge-based sector- The ICT producing sector has been subject to some of the most extreme improvements in productivity of any sector, with processor prices falling alongside massive increases in processor power. It is a sector with high level of investment in research and development and is highly innovative and subject to rapid technological change.
2. As capital – ICT is in itself a capital good, and investment in ICT will increase labour productivity through the effect of people using computers.
3. ICT and Total Factor Productivity (TFP) – ICT can help firms to be more productive, raising overall TFP. In this case, the use of ICT can allow a given input to produce a greater output than without ICT.
4. It makes administration easy and fast, unlike the analog form of administration where administration is very slow and difficult.
5. It promotes accountability and transparency in the public sector since all transaction and documentations are done online and evidences saved online, anyone can assess it.
6. It limits misplacement of files and important documents.
7. ICT plays an important role in facilitating the modernization and improved economic performance of firms in transition countries.
8. Industries adopt ICTs to improve the efficiency and effectiveness of their operations, as well as to aid management decision making. This helps to strengthen their competitive positions in rapidly changing environments (Carr (2003)).
9. As aptly pointed by UNDP (2007) ICT enhance enterprises efficiency, reduce costs and broadens market reach both locally and globally.
10. The uses of ICT are increasingly transforming modern business by enabling the rapid, reliable and efficient change of large amounts of information.
11. Access to and the use of ICT by enterprises will lead to greater job creation, increase public revenue and a general rise in the standard of living.
12. Furthermore, ICT offers enormous opportunities to reduce social and economic inequalities, particularly those related to income generation, poverty reduction, education, health, environment and gender equality and thus helps to achieve broader development goals.
13. Anyanwu in Okpoko (2004) reported that ICT has contributed

substantively to the socio-economic and human development of all industrialized and developed countries of the world. In developing countries the impact of ICT is gradually being felt especially in urban areas. The rapid advancement of ICT developed during the last two decades of the twentieth century has continued to change both the information and communication system in human enterprises and in the daily lives of the people.

Economic Impact of COVID-19 in Africa

The world and Africa in particular were still surviving from Ebola virus when the Corona virus pandemic emerged and exposed further several deficiencies in public sector and changed the landscape of public sector management in Africa. According to Oleribe et al. (2015, pp. 54–57) emphasized that African countries were unprepared to tackle the outbreak of Ebola virus just as with the case of Covid-19.

Some of the obvious impact of COVID-19 included the following but not limited to:

1. Reduction of importation of Chinese goods to the level that it inflates the African markets. This had a further impact on the small scale traders of developing markets, and increased the prices of local commodities; decreasing

oil consumption due to travel bans, border closures, social distancing and lock downs, thereby lowering the demand for oil. The budgets of some of the African Oil-Producing Countries such as Nigeria, Angola, Algeria, Ghana and others, dependent upon crude oil pricing, were badly hit by this pandemic, thereby impacting on the Gross Domestic Product (GDP) of these countries. This however had a positive impact on oil-importing countries;

2. African mining industry: The mining sector is China's top most interest for investing in Africa than any other big economy. Travel restrictions, shutdowns and port closures resulted in decreasing demand for steel, iron ore, lithium, and cobalt. Alone in South Africa, the mining industry employs around 420,000 people and thousands of them work underground which suggests that the mining work environment is more exposed to pandemic and can become a catalyst for spreading the COVID-19. As such, the African mining sector faces an unavoidable hit from the ongoing COVID-19 pandemic (Oleribe, Salako, Ka, Akpalu, McConnochie, Foster & Taylor-Robinson, 2015);
3. Reduction of tourism: The major economic sector of many African countries such as South Africa, Ethiopia, Kenya and Tanzania is

tourism. This is negatively affected due to COVID-19, thereby affecting the economies of these countries;

4. Withdrawal of investors: Developing markets tasted the bitterness where investors fled, with the largest capital flow ever recorded. Foreign direct investments declined due to delays or cancellation of several revenue boosting projects. Also, the flow of aid and other assistance projects stopped, as the donor countries are themselves struggling with the same pandemic situation. The lower revenue in turn reduced the tax rates; which badly impacted on the fiscal revenues of poor countries in Africa.
5. Covid-19 pandemic has changed the landscape of public sector management in Africa.
6. The citizens are denied quick and direct access to state resources in observance of Covid-19 protocols.
7. Many of the sectors are either shut down or operate at strictly restricted conditions thereby not allowing the citizens ample opportunities

All these factors and others put governments under extreme pressure in preparing for the post-COVID-19 pandemic crisis. Experts are calculating around 20 million job losses, which will further increase the unemployment rates of African

countries. Increase in unemployment could possibly lead to social unrest and increasing crime rates in the countries with a history of sectarian violence (La Porte 1971).

Social Media and public sector management

Public sector is government owned and is established to deliver basic services to the people. Most governments are trying to leverage on the huge potential that social media has on improving citizen participation in government, policy formulation, and the way government ministries and agencies conduct business (Carr 2015), more especially the post Covid-19 pandemic. Because Covid-19 pandemic changed the landscape of public sector management in Africa, the citizens are denied quick and direct access to state resources in observance of Covid-19 protocols and many of the sectors either shut down or operate at strictly restricted conditions thereby not allowing the citizens ample opportunities, the government resorted to the use of social media in the management of public sector to overtake the gap. Below are the benefits of social media to public sector management:

1. Social media (Web 2.0) applications in public sector helps the public sector manage knowledge, foster collaboration across the organization, enhance corporate culture, conduct training, and develop products and services without face-to-face

- contact when interfacing with clients, audiences, and partners. In declining order of incidence, the main objectives of social media are to improve customer service, acquire new customers in existing markets, invite customer contributions to product development, and enable customers to interact (McKinsey & Co. 2008) in (Serrat 2010);
2. Social media eliminates inefficient middlemen and lowers the cost of products and services;
 3. Social media can amplify access to clients, audiences, and partners and improve the accessibility of the public sector's communications;
 4. It enables the public sector to be more active in its relationships with the populace in service delivery;
 5. It offers greater scope to adjust or refocus communications quickly, where necessary and improve the long-term cost effectiveness of communications in the public sector;
 6. Benefit from the credibility of non-government channels, speed feedback and input;
 7. It enables the public sector reach market segments on specific issues;
 8. Social media reduces the public sector's dependence on traditional media channels and counter inaccurate press coverage (Serrat 2010).
 9. Social media enables the public sector with following: service oriented, openness, access and transparent conditions for reuse, asset lists, quality, integrity, new technologies and long-term preservation, copyright, pricing, competition, redress mechanisms, public-private partnerships, international access and use, and best practices. Some would argue that timeliness and metadata should have been given more prominence in the list (OECD. 2008) in (Serrat 2010).
 10. Social media enables the populace access to the goods and services of the public sector despite observance of the COVID-19 protocols.
 11. Social media makes the public sector service to be driven by the populace, service that is driven by social media is called e-service or do-it-yourself service. This is a situation where the populace has direct access to public goods and services through the use of social media.

The use of social media during the COVID-19 pandemic cannot be overemphasized, because its numerous benefits list above. The public sector in Africa became in effective after the emergence of COVID-19 pandemic but with the introduction of social media in the management of public sector, the people can have direct access to the service of public sector without face-to-face contact.

Theoretical Framework

The framework of analysis for this study, took its form from the New Public Management (NPM) theory. The term was first introduced by academics in the United Kingdom and Australia in 1980 to describe approaches that were developed during the 1980s as part of an effort to make the public service more "business like" and to improve its efficiency by using private sector management models (Gruening 2001). During the 1980's, United Kingdom (UK) experienced an economic set back, hence people began to lose confidence in the governing force at that time. This led to privatization of state owned companies. Some economists argued and claimed that the hand of government in the affairs of the economy caused the issues; they believe that the biggest economic problem is the involvement of government in the affairs of the economy (Hood 1991). New Public Management in this study views the public sector and social media as interrelated entities, the appropriate utilization of social media helps the improvement of the services rendered by the public sector to the populace during the COVID-19 pandemic.

NPM is an ideological perspective that aims to improve organizational performance. Since public organizations have become competing entities with the private sector; hence there is need for managerial practice to improve and there is also need for a new way of

getting access to the public sector management due to the lockdown which is the use of social media. NPM play a very significant role in the delivery of goods and services and this can only be achieved during this COVID-19 pandemic through the use of social media.

Application of the theory

The theory is a useful lens with which to analyze Post Covid-19 and Public Sector Management in Africa: Exploring the Use of Social Media Platforms

It is a part of an effort to make the public service more "business like" and to improve its efficiency by using private sector management models through the use of social media during the COVID-19 pandemic. The theory was introduced due ineffectiveness of the government owned organization, the application of the theory to the study, helps the management of public sectors to diverse another means of reaching out to their customers who are the populace and yet comply with the COVID-19 protocols, and the only way to do this is through the use of social media. NPM enable the public sector to view citizens as "customers" and public servants are viewed as public managers which by the use of social media, tries to render effective service to them during COVID-19 pandemic.

Other but not limited application of the theory to the study are as follows, despite the emergence of COVID-19, through the use of social

media: Promote competition between service providers; Empower citizens by pushing control out of bureaucracy into the community; Measure performance, focusing not on inputs but on outcomes; Be driven by goals, not rules and regulations; Redefine clients as customers and offer them choices between schools, training programmes and housing options; Prevent problems before they emerge, rather than offering services afterwards; Earn money rather than simply spend it; Decentralize authority and embrace participatory management; Prefer market mechanisms to bureaucratic ones; Catalyze all sectors-public, private and voluntary-into solving community problems (Osborne and Gawbler 1992).

NPM according to Starking (2008: 337) helps the public sector to have the following features: * entrepreneurial, * mission-driven, * catalytic, * result-oriented, * competitive, * market-oriented, * decentralized, * community-oriented, * customer-driven. It is within the ambit of the NPM theory that any reform of the public sector management in Africa can be situated with the emergence of COVID-19, through the proper use of social media.

Summary of the findings

1. From the findings, it was found that COVID-19 pandemic has obvious impact on public sector management in Africa. The following was found: *reduction

in importation and exportation, *reduction in tourism; * withdrawal of investors; * denial of citizens access to services; * public sectors are either shut down or operated at strictly restricted conditions* economic depression; *lost of trust and confidence on the public sector by the people*decline revenue*reduced tax rates which badly affected the fiscal revenue of poor African countries. This is due to the emergence of COVID-19 pandemic.

2. From the finding, it was concluded that social media has to a great extent bridge the overt gap between public sector management and the populace in Africa. Social media enables the public sector with following: service oriented, openness, access and transparent conditions for reuse, asset lists, quality, integrity, new technologies and long-term preservation, copyright, pricing, competition, redress mechanisms, public-private partnerships, international access and use, and best practices, effective service delivery, e-service, prompt and quick service access.

Conclusion

Conclusively, we looked at Post Covid-19 and Public Sector Management in Africa: Exploring the Use of Social Media Platforms. Covid-19 is a global pandemic and an

infectious disease which causes respiratory infections ranging from the common cold to more severe respiratory difficulties. Its emergence changed the landscape of public sector management in Africa. The citizens are denied quick and direct access to state resources in observance of Covid-19 protocols. Many of the public sectors are either shut down or operate at strictly restricted conditions thereby not allowing the citizens ample opportunities.

The introduction of social media was seen as a remedy to COVID-19 effects on public sector management and it restores the lost confidence of the populace in Africa. Social media is an umbrella term, at its simplest; it is the integration of technology with social interaction to create value. With the use of social media, the populace has access to the public sector services at their own time, the management of public service have greatly improved, to a greater extent, the faith, trust and confidence of the African populace on public sector is restored again. Social media represents an enormous opportunity to introduce significant and lasting positive change across the developing world in the management of the public sector during this period of COVID-19 pandemic. The public sector in Africa became ineffective after the emergence of COVID-19 pandemic but with the introduction of social media in the management of public sector, the people can have direct access to the service of public sector without face-to-face contact.

Recommendation

The study therefore recommends that government and the policy makers should make tremendous efforts to curb the spread of COVID-19 to minimize its effects on the public sector management in Africa. When the efforts are made, it will enable the populace have ample opportunities to the public service.

The study also recommends that there is need for improvement on the use of social media for effective services delivery, adequate provision of internet facilities should be made in the rural areas to enable the rural dwellers have access to the public sector service. Data connectivity should be made affordable by the government, or the government should provide free internet services to its populace. Infrastructures should be put in place because internet facilities cannot work without adequate electricity.

When the above is made available and the people have access to the services as and when needed, it will to some extent enable them access to the public sector services, it will also restore the trust and confidence of the people.

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