



Public Administration and E-Governance in Nigeria

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Abstract

Public administration in Nigeria has long wrestled with inefficiency, opacity, and fragmented service delivery. E-governance initiatives digital ID systems, online procurement portals, and state-level service platform which promise more open, responsive bureaucracies. This abstract frame a review of those efforts. Nigeria's public-administration landscape is marked by centralized authority, limited accountability, and uneven capacity across federal, state, and local tiers. Since the early 2000s, e-governance reforms such as the Government Integrated Financial Management Information System (GIFMIS), the National Identity Management Commission's digital ID drive, and Lagos/Ogun e-service portals have sought to streamline processes, curb rent-seeking, and extend citizen access. This paper examines how digital adoption reshapes bureaucratic routines, budgetary control, and citizen-state interaction, drawing on policy documents and case studies from 2015-2024. Documentary method of gathering data was used Findings suggest modest gains in transparency and revenue tracking, but persistent gaps in infrastructure, digital literacy, and institutional resistance blunt transformative impact. The analysis suggest that e-governance alone cannot overhaul administration; sustained political will, harmonized standards, and grassroots capacity-building are needed for digital tools to translate into accountable governance.

Key words: Public, Administration, E-Governance, Election

1.0 INTRODUCTION

Public administration in Nigeria has long grappled with challenges of inefficiency, opacity, weak accountability, and poor service delivery. Since the return to democratic rule in 1999, successive governments have adopted various reform agendas civil service reforms, due process mechanisms, and anti-corruption institutions yet the performance of the bureaucracy has remained sub-optimal (Adewale, 2021). E-governance (or electronic governance) has emerged as a central reform strategy, premised on the use of information and communication technologies (ICTs) to transform government processes, enhance transparency, improve citizen participation, and deliver services more effectively (Ndubuisi & Obikeze, 2020).

Globally, e-governance initiatives ranging from online tax payment systems to integrated civil service management platforms and open data portals have been presented as key instruments for modernising public administration and deepening democratic governance (UN E-Government Survey, 2022). Nigeria has mirrored this global trend through policies such as the National e-Government Master Plan (2019), the National Digital Economy Policy and Strategy (NDEPS) 2020–2030, and ongoing efforts to automate core government functions (Ministry of Communications, Innovation and Digital Economy, 2022).



In the context of Nigeria, a nation with a dynamic blend of challenges and opportunities, the adoption and implementation of e-governance have emerged as a promising avenue for addressing long-standing administrative hurdles, reducing corruption, and promoting citizen engagement. However, like any transformative endeavor, the integration of e-governance into the public administration system brings with it a range of both positive and negative consequences. This comprehensive exploration aims to delve into the multifaceted landscape of e-governance in Nigeria, critically examining the pros and cons of this technological paradigm shift. While Nigeria has made commendable strides in harnessing digital technologies for governance, the journey is not devoid of obstacles and dilemmas. The effective use of e-governance in Nigeria presents exciting opportunities for modernization, cost reduction, and citizen empowerment. At the same time, it presents potential challenges, including digital divides, data security concerns, and the need for capacity building. (Aderonmu, Owolabi, & Iyiola, 2019).

According to Adoghe, & Cao, (2018), e-governance and public administration have become essential components of modern governance systems around the world. As governments embrace the rapid advancements in technology, Nigeria is no exception. The concept of information and communication technologies (ICT) have not only changed the way the citizens communicate, work, and live but has equally

transformed the relationship which governments traditionally used to have with the citizens. To a large extent therefore, the idea of moving the traditional services to the Internet by most government has demonstrated the process of implementing a complete transformation of processes, internally and externally. In this vein, almost all developed countries have been launching comprehensive e-government practices for various government policies and services.

Dada, Balogun, & Adeleke. (2020) posited that the implementation of e-governance and reforms in public administration aimed to improve efficiency, transparency, and accountability in the delivery of public services. This paper explores the pros and cons of e-governance and public administration in Nigeria. It delves into the potential benefits that e-governance can bring, such as enhancing service delivery, promoting transparency, and reducing corruption. It also highlights the challenges and drawbacks, including limited access to technology, the digital divide, and the risk of cybersecurity threats. Moreover, the paper examines the role of public administration in the context of e-governance in Nigeria. It discusses how streamlining bureaucratic processes, improving coordination between government departments, and leveraging technology can lead to more effective and efficient public service delivery.

However, the relationship between public administration and e-governance in Nigeria



remains complex and ambivalent. While some federal and state MDAs (ministries, departments and agencies) have successfully deployed ICT platforms for example, the Treasury Single Account (TSA), Integrated Personnel and Payroll Information System (IPPIS), and online company registration many others continue to rely heavily on paper-based systems, fragmented databases, and face-to-face bureaucratic encounters (Okereke & Ojo, 2021; BudgIT, 2023). Persistent infrastructural deficits, institutional resistance, low digital literacy, and governance deficits have constrained the transformative potential of e-governance.

This study therefore examines the interplay between public administration and e-governance in Nigeria, interrogating the extent to which e-governance reforms have altered administrative practices, improved service delivery, and promoted accountability, while also highlighting the enduring structural and institutional constraints.

1.1 Statement of the Problem

Despite substantial investments in ICT infrastructure and the adoption of ambitious policies such as the National e-Government Master Plan and NDEPS 2020–2030, the performance of public administration in Nigeria remains widely perceived as inefficient, opaque, and unresponsive. While selected federal MDAs and some state governments have implemented notable e-governance initiatives (e.g., TSA,

IPPIS, online tax portals), the broader public sector continues to rely heavily on manual processes, fragmented databases, and face-to-face interactions.

E-governance has achieved isolated successes in financial management and specific service domains but has not yet produced a system-wide transformation of administrative practices (Okereke & Ojo, 2021; Ndubuisi & Obikeze, 2020). Problems such as corruption, red tape, weak inter-agency coordination, and low citizen trust in government persist, suggesting that the introduction of digital tools alone is insufficient to overcome deep-seated institutional and governance constraints.

Moreover, much of the Nigerian literature remains sector-specific or techno-centric, focusing either on individual projects (e.g., IPPIS) or on technical adoption factors, without fully interrogating how e-governance interacts with the broader structures and logics of public administration hierarchy, patronage, bureaucratic norms, and intergovernmental relations. There is therefore a need for integrative analyses that critically examine the relationship between public administration and e-governance in Nigeria: the extent to which digital reforms have altered administrative behaviour, improved service delivery, and enhanced accountability; and the structural barriers that continue to limit their impact.



This study addresses this gap by situating e-governance within the historical evolution, institutional realities, and political economy of Nigerian public administration, drawing on recent scholarly insights and empirical evidence.

1.2 REVIEW OF LITERATURE

Public Administration

Public administration may be defined as the machinery and processes through which government policies are formulated, implemented, and evaluated. It encompasses the structures (ministries, agencies, parastatals), the rules and procedures (bureaucratic norms, regulations), and the human resources (civil servants, public officers) involved in managing public affairs (Rosenbloom, Kravchuk, & Clerkin, 2020). In the Nigerian context, public administration evolved from colonial bureaucratic traditions, emphasising hierarchy, proceduralism, and centralised control, with the post-independence era adding layers of politicisation, patronage, and expansion of state functions (Ahmed, 2019).

E-Governance

E-Governance, short for Electronic Governance according to Jegede, Adodo, & Dada, (2018), refers to the use of information and communication technology (ICT) to facilitate and improve government operations, interact with citizens, and provide public services. It

encompasses a wide range of online activities and services aimed at transforming traditional government processes into digital, user-friendly, and efficient systems. E-Governance can be observed in various forms, such as government websites, online portals, e-services for citizens and businesses, and the digitization of administrative processes. E-Governance also refers to the utilization of digital platforms and technology to improve the delivery of government services, communication between citizens and the government, and the overall efficiency of administrative processes. It encompasses the use of various electronic systems such as websites, mobile applications, electronic databases, and online portals. Examples include online tax filing, citizen feedback mechanisms, e-voting, and open data initiatives. The Nigeria's official portal, Nig.gov, and India's Digital India campaign are prominent references in E-Governance.

E-governance refers to the systematic use of ICTs by government to provide information and services to citizens, businesses, and other arms of government; to improve internal administrative processes; and to foster participatory governance (Heeks, 2021). It includes:

- **G2C (Government-to-Citizen)** services – tax filing, licence renewal, birth registration, passport applications, social welfare enrolment.



- **G2B (Government-to-Business)** – company registration, procurement portals, regulatory submissions.
- **G2G (Government-to-Government)** – inter-agency data sharing, integrated financial management systems, digital HR and payroll.
- **G2E (Government-to-Employee)** – HR portals, e-learning platforms, intranets.

While earlier literature framed e-governance largely as a technical and managerial innovation, more recent scholarship stresses its political and institutional dimensions: it is not merely about digitising forms, but about transforming power relations, accountability structures, and citizen–state interactions (Tambulasi, 2020; Heeks, 2021).

E-Administration:

E-Administration is a subset of E-Governance and focuses on the internal use of technology within government agencies to streamline and improve administrative processes. It is about the digitization and automation of government operations, enabling public servants to work more efficiently and deliver services with greater effectiveness. E-Administration is evident in the adoption of electronic document management systems, automated workflow processes, and the use of digital tools for inter-agency communication. For instance, Nigeria's use of the Integrated Personnel and Payroll Information System (IPPIS) to manage its civil service administration in various federal government

agencies nationwide is a key reference in E-Administration. The relationship between E-Governance and E-Administration is symbiotic. While E-Governance primarily focuses on enhancing interactions between the government and citizens (front-end services), E-Administration is concerned with making the government's internal operations more efficient (back-end processes). These concepts often overlap and reinforce each other, collectively contributing to the overall transformation of governance. (Medupe, & Ajuwon, 2020).

By an extension, E-Administration also involves the application of technology in the internal administrative functions of the government. According to Olorunsogo, & Obamiro, (2016) it involves the digitization and automation of administrative processes, such as record-keeping, data management, communication, and workflow management within government organizations. E-Administration aims to streamline internal operations, minimize bureaucracy, and improve the efficiency and productivity of government agencies. E-Administration focuses on transforming traditional, paper-based administrative processes into digital systems, allowing government employees to perform their tasks more effectively and efficiently. It includes the use of technologies such as enterprise resource planning (ERP) systems, document management systems, collaboration tools, and electronic communication channels.



In the submission of Oluwagbemi, Uzoka & Adeoye, (2017), e-governance and e-administration are essential in the modern era, as they promote transparency, accountability, and accessibility in government operations. They also empower citizens by providing easy access to information and services while enabling governments to respond more effectively to the needs of their constituents. These concepts have the potential to drive innovation, improve decision-making, and foster greater citizen engagement in the public sector, ultimately shaping the future of governance and public administration worldwide. Both E-Governance and E-Administration play crucial roles in modernizing and improving public administration. They enable governments to provide better public services, make informed decisions based on data analysis, foster transparency and accountability, and streamline internal operations. Through the use of technology, governments can empower citizens, optimize resource utilization, and create more effective and responsive governance systems.

1.3 Historical Evolution of Public Administration in Nigeria

Public administration in Nigeria can be broadly divided into three phases:

1. **Colonial Administration (1861–1960)** – characterised by indirect rule, dual legal structures, and a civil service designed primarily for control and extraction rather

than developmental service delivery. Administrative routines prioritised documentation, command-and-control, and loyalty to the colonial authority (Adebayo, 2018).

2. **Post-Independence and Oil Boom Era (1960–1980s)** – following independence, the Nigerian state expanded rapidly, driven by developmental ambitions and, later, oil revenues. The civil service grew in size and scope, becoming the principal vehicle for implementing national plans. However, patronage, politicisation of appointments, and weak performance management systems eroded efficiency (Ahmed, 2019).
3. **Reform Era and Democratisation (1980s–present)** – Structural Adjustment Programmes (SAPs) of the 1980s and 1990s, followed by the democratic transition from 1999, triggered waves of public sector reform: privatisation, downsizing, anti-corruption initiatives, due process mechanisms, and performance contracts. Yet, core features centralisation, bureaucratic red tape, and low trust persist (Adewale, 2021).

Emergence of E-Governance in Nigeria

Nigeria's engagement with e-governance gained momentum in the late 1990s and early 2000s with the liberalisation of the telecommunications sector and the spread of mobile telephony and



internet access (Onu & Mba, 2019). Key landmarks include:

- Adoption of the National Information Technology (IT) Policy (2001) and establishment of the National Information Technology Development Agency (NITDA) to drive ICT development.
- Implementation of early e-government projects such as e-passport, online Joint Admissions and Matriculation Board (JAMB) registrations, and computerisation of some government records.
- Introduction of large-scale public financial management systems, notably the Integrated Personnel and Payroll Information System (IPPIS), Government Integrated Financial Management Information System (GIFMIS), and the Treasury Single Account (TSA), aimed at improving fiscal transparency and reducing leakages (Okereke & Ojo, 2021).

The launch of the National e-Government Master Plan (2019) and the National Digital Economy Policy and Strategy (NDEPS) 2020–2030 signalled a more coordinated push towards integrating ICTs into core administrative processes and citizen-facing services (Ministry of Communications, Innovation and Digital Economy, 2022). The Master Plan emphasises interoperability, shared infrastructure, capacity building, and citizen-centric service design.

The Major Administrative and Democratic Improvements offered by E-Governance and E-Administration

According to Dyah (2013), the adoption of e-governance and e-administration has brought significant improvements to both the administrative functions of government and the democratic process. These technologies make it possible for governments to operate more efficiently while also strengthening the relationship between the state and its citizens. The major benefits can be broadly categorized into administrative improvements and democratic improvements.

i. Administrative Improvements

1. Improved Efficiency and Productivity:

E-governance helps simplify administrative procedures by automating routine tasks and reducing the reliance on manual paperwork. This allows government institutions to perform their duties more efficiently. As administrative processes become faster and more organized, public officials are able to concentrate on more important responsibilities, which ultimately improves the quality of public service delivery.

2. Reduction in Operational Costs: The use of digital systems in government operations can significantly reduce operational expenses. With fewer paper-



based procedures and less dependence on physical infrastructure, governments are able to save resources and manage them more effectively. This contributes to better financial management and improved utilization of public funds.

3. **Data-Driven Decision Making:** E-administration also provides government institutions with access to up-to-date data and analytical tools. These digital resources enable policymakers and administrators to make informed decisions based on accurate information. As a result, policies can be formulated more effectively, government programmes can be evaluated more accurately, and resources can be allocated more efficiently.

4. **More Organized and Streamlined Workflows:** Digital governance systems create structured workflows that reduce unnecessary delays in administrative procedures. Tasks such as approvals, documentation, and internal communication can be carried out electronically, which improves coordination among government departments and enhances overall organizational performance.

ii. Democratic Improvements

1. **Greater Transparency and Accountability:** One of the major

democratic benefits of e-governance is the increased openness in government activities. Through online platforms, citizens can easily access government policies, regulations, and financial information. This transparency enables the public to monitor government actions and hold public officials accountable for their decisions.

2. **Increased Citizen Participation:** E-governance platforms provide citizens with opportunities to participate more actively in governance processes. Through digital channels, individuals can contribute opinions, provide feedback, and engage in consultations on public policies. This encourages a more participatory form of governance and strengthens democratic practices.

3. **Inclusiveness and Accessibility:** Another important advantage of e-governance is its ability to make government services accessible to a wider range of citizens. By providing services online, governments can reach individuals regardless of their geographic location, economic background, or physical limitations. This helps to promote inclusiveness and equal access to public services.

4. **Improved Public Service Delivery:** Digital platforms enable citizens to access government services more conveniently without the need for frequent physical visits to government offices. This reduces



bureaucratic obstacles, minimizes waiting time, and ensures quicker and more efficient service delivery.

5. **Enhanced Electoral Participation:** E-governance also has the potential to improve the electoral process. Digital systems can facilitate activities such as online voter registration, electronic voting, and better management of voter records. These innovations can make elections more transparent, efficient, and accessible, thereby strengthening democratic participation.

In general, the adoption of e-governance and e-administration strengthens public administration by promoting efficiency, transparency, and citizen engagement. By integrating modern technology into governance processes, governments are better positioned to deliver services effectively while also encouraging greater public involvement in democratic activities.

1.5 Public Administration Challenges Motivating E-Governance

Several persistent weaknesses in Nigeria's public administration have made e-governance attractive as a reform tool.

i. Bureaucratic Inefficiency and Red Tape

Traditional bureaucratic processes are often slow, paperwork-intensive, and fragmented across

departments. Citizens and businesses frequently encounter:

- Long queues and delays for simple services;
- Multiple, uncoordinated approvals;
- Lack of transparency on procedures and timelines.

These inefficiencies increase transaction costs, discourage investment, and fuel petty corruption when citizens resort to informal payments to "fast-track" processes (UN E-Government Survey, 2022; Ndubuisi & Obikeze, 2020).

ii. Corruption and Lack of Transparency

Corruption in Nigeria's public sector ranges from petty bribery to grand embezzlement. Cash-based transactions, manual record-keeping, and discretionary decision-making have historically created numerous opportunities for rent-seeking behaviour (BudgIT, 2023). E-governance, particularly e-procurement, e-payments, and online disclosures, is seen as a way to:

- Reduce physical contact between officials and service users;
- Digitally track transactions and create audit trails;
- Publish information (budgets, contracts, performance data) that citizens can scrutinise.



Studies on the TSA and IPPIS, for instance, indicate substantial savings by eliminating “ghost workers” and consolidating government accounts (Okereke & Ojo, 2021).

iii. Fragmentation and Poor Coordination

Nigeria’s three-tier federal system leads to overlapping mandates and duplication of responsibilities across federal, state, and local governments. Without interoperable data systems, agencies often work in silos, maintaining separate databases that cannot easily communicate. E-governance reforms that promote interoperability and shared platforms (e.g., national ID systems, integrated land registries) are intended to mitigate these coordination problems (Heeks, 2021).

iv. Weak Citizen Engagement and Trust Deficit

Public administration in Nigeria has traditionally been top-down, with limited opportunities for meaningful citizen participation in policy formulation or monitoring. Low trust in government institutions has also discouraged voluntary compliance with regulations and tax obligations (Adewale, 2021). E-governance tools such as online consultation platforms, social media engagement, and open data portals offer potential avenues to strengthen transparency and participatory governance (Tambulasi, 2020), though their use remains uneven.

1.5 Institutional and Governance Factors Shaping E-Governance in Nigeria

i. Legal and Regulatory Frameworks

The Nigerian e-governance landscape is shaped by a patchwork of laws and policies, such as:

- NITDA Act;
- National e-Government Master Plan (2019);
- NDEPS 2020–2030;
- Nigeria Data Protection Act (2023);
- Various sectoral ICT policies.

Ndubuisi and Obikeze (2020) observe that while the policy environment has improved, implementation and enforcement gaps persist. For example, some MDAs do not fully comply with data protection guidelines or digital service standards.

ii. Capacity and Human Resources

Public administrators require not only technical ICT skills but also change management and process re-engineering capabilities. Many Nigerian MDAs suffer from:

- Shortage of skilled ICT professionals;
- Brain drain to the private sector;
- Limited training budgets;
- Ageing workforce less comfortable with digital tools (Adewale, 2021).



Without adequate capacity building, e-governance tools may be under-utilised or mismanaged.

iii. Political Will and Leadership

Successful e-governance projects in Nigeria often correlate with strong political commitment and championing by top political and administrative leaders. Lagos State's relatively advanced digital tax systems, for instance, benefited from consistent high-level support (BudgIT, 2023). Conversely, leadership turnover or changes in political priorities can stall or reverse progress, as new administrations sometimes suspend or re-brand existing digital initiatives for political reasons.

iv. Federal–State–Local Dynamics

As a federation, Nigeria's e-governance trajectory is conditioned by intergovernmental relations. While the federal government can provide national platforms (e.g., national ID, customs systems), states and local governments control many frontline services education, health, local permits. Coordination challenges, differing capacities, and political rivalries impede a coherent, nationwide e-governance strategy (Heeks, 2021). Some states still have rudimentary ICT infrastructures, limiting the federal government's ability to roll out integrated systems nationwide.

1.7 Theoretical framework

The study anchored on New Public Management and Digital-Era Governance. However, two main theoretical lenses from public administration literature help contextualise e-governance reforms in Nigeria.

New Public Management (NPM) Theory

The New Public Management (NPM) Theory emerged as a major reform movement in public administration during the late 20th century. The theory is commonly associated with the work of Christopher Hood, who formally articulated the concept in 1991. Hood described New Public Management as a set of administrative doctrines aimed at improving efficiency, effectiveness, and accountability in the public sector by adopting management practices from the private sector.

New Public Management developed in response to criticisms of the traditional bureaucratic model of public administration, which was often seen as rigid, inefficient, and overly centralized. Governments in countries such as the United Kingdom, the United States, Australia, and New Zealand began to implement reforms that emphasized managerial autonomy, performance measurement, and market-oriented approaches to public service delivery.

According to Hood (1991), New Public Management is characterized by several key principles. First, it emphasizes professional



management in the public sector, where managers are given greater authority and responsibility to make decisions and achieve results. Second, it focuses on performance measurement and evaluation, ensuring that public organizations are assessed based on measurable outputs and outcomes rather than mere adherence to procedures.

Another important element of the theory is greater competition within the public sector. This may involve contracting out services, privatization, or introducing competitive mechanisms to improve efficiency and service quality. NPM also encourages decentralization of authority, allowing lower levels of government and individual agencies greater flexibility to manage their operations.

Furthermore, the theory promotes customer-oriented service delivery. Citizens are viewed as customers whose satisfaction with public services should be prioritized. This approach aims to improve responsiveness, transparency, and accountability in government institutions.

NPM emphasises efficiency, performance measurement, customer orientation, and the adoption of private-sector management techniques in the public sector. E-governance aligns with NPM by promising:

- Cost savings through automation;
- Performance tracking via digital metrics;

- “One-stop” service centres and user-friendly portals;
- Contracting-out and public-private partnerships in ICT provisioning.

In Nigeria, many ICT reforms are framed in NPM terms seeking to make the civil service more “efficient” and “service-oriented”. Yet, critics argue that without deep institutional change and accountability reforms, ICT alone cannot achieve NPM’s goals (Tambulasi, 2020).

Digital Era Governance (DEG) Theory

Digital-Era Governance, proposed by Dunleavy et al., 2006 goes beyond NPM, stressing reintegration of government functions, needs-based holism, and digitalisation of processes as a way of reimagining the state. For Nigeria, this would mean:

- Integrating fragmented databases across MDAs and tiers;
- Designing citizen-centred services based on life events (birth, schooling, employment, retirement) rather than bureaucratic silos;
- Leveraging data analytics for evidence-based policymaking.

The Digital Era Governance (DEG) Theory is a modern public administration theory that explains how digital technologies are transforming the structure and operations of government institutions. The theory was developed by Patrick



Dunleavy, together with Helen Margetts, Simon Bastow, and Jane Tinkler in 2006. It was introduced in their influential book *Digital Era Governance: IT Corporations, the State, and E-Government*.

Digital Era Governance emerged as a response to the limitations of the New Public Management (NPM) model, which emphasized privatization, market competition, and managerial practices borrowed from the private sector. Scholars argued that the increasing use of information and communication technologies (ICT) in government administration required a new governance framework that would integrate digital tools into the structure of public service delivery.

The theory focuses on how governments use digital technologies such as online platforms, databases, and electronic communication systems to improve public administration. According to Dunleavy et al. (2006), Digital Era Governance involves a transformation of traditional bureaucratic processes into more integrated, technology-driven, and citizen-centered systems.

Heeks (2021) argues that many developing countries, including Nigeria, are still in a “hybrid” phase, where traditional bureaucratic logics coexist with partial digital reforms, leading to “e-proceduralism” (digitised old procedures) rather than transformative digital-era governance.

1.8 Methodology

Being a qualitative study, the study relied on secondary sources of information such as academic journals, and other scholarly publications which were content analyzed.

1.9 Conclusion and Recommendations

Conclusion

Electronic governance involves far more than simply creating a government presence on the internet. Rather, it refers to the strategic use of information and communication technology (ICT) within the public sector to improve how governments function and deliver services to citizens. In recent years, e-governance has gained global recognition as an important tool for enhancing transparency, efficiency, and accountability in public administration. The rapid development of ICT has opened up new possibilities for effective governance by enabling governments to manage public affairs more efficiently and overcome many of the geographical and administrative barriers that previously limited communication and service delivery.

In addition, New public Management and Digital era governance theory was applied to the concept of e-government in order to integrate both theoretical perspectives and practical insights. Through this approach, the study highlights the potential of electronic governance to address many of the challenges facing public



administration, particularly in the areas of policy formulation and implementation.

Despite these benefits, the effective adoption of e-governance in Nigeria is still hindered by several challenges. One of the major obstacles is the relatively low level of digital literacy among citizens and some public officials. Another critical challenge is the limited availability of adequate ICT infrastructure required to support digital government initiatives. These limitations slow down the full implementation and effectiveness of e-governance systems.

1.10 Recommendations

- i. The government need to invest in infrastructure development to ensure that all regions, majorly rural areas, have access to reliable internet and electricity. Such investment will create a more equitable environment where all citizens can benefit from ICT initiative
- ii. Implementing comprehensive education and training programs will boost digital literacy among populace. Collaboration with educational institutions and non-governmental organizations to deliver training session on the usage of ICT will empower citizens and enabling them to engage with public administration tools effectively.
- iii. The Nigerian government should actively develop and enforce robust cyber security policies to safeguard public information

and build citizen trust. Implementing cyber-security audits and investing in cutting-edge technology to protect public data from cyber threats can augment the effectiveness of ICT in governance.

- iv. Fostering public-private partnership can also facilitate technology adoption and innovation in public administration. By engaging with technology companies, the government can co-develop solution tailored to Nigeria's unique challenges.

By addressing these challenges and strengthening digital capacity Nigeria can better position itself to utilize electronic governance as a pathway toward improved public service delivery and sustainable national development.

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