E-GOVERNMENT AND ADMINISTRATIVE EFFICIENCY IN NIGERIA: A CASE STUDY OF THE NATIONAL IDENTITY MANAGEMENT COMMISSION (NIMC), BENIN CITY ZONE

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BENIN CITY

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A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF PUBLIC ADMINISTRATION, FACULTY OF SOCIAL SCIENCES, UNIVERSITY OF BENIN, BENIN CITY, EDO STATE, IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF BACHELOR OF SCIENCE DEGREE B.Sc. IN PUBLIC ADMINISTRATION, UNIVERSITY OF BENIN, BENIN CITY.

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CERTIFICATION

We, the undersign certify that this project work is adequate in scope and was carried out by Godswill Aiwanose EHIMARE, in the department of Public Administration, Faculty of Social Sciences, University of Benin, Benin City, Edo State, Nigeria; In partial fulfillment for the award B.Sc. Degree in Public Administration.

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Dr. A.I Mustapha
Head of Department

DEDICATION

This project is dedicated to God almighty.

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ABSTRACT

This study examined E-Government and Administrative Efficiency in Nigeria: A Case Study of the National Identity Management Commission (NIMC), Benin City Zone. The survey research design was adopted because data were collected from a sample population with specific characteristics. Four research questions were formulated and analyzed using mean and standard deviation. The population of the study consisted of all staff of the National Identity Management Commission (NIMC), Benin City Zone, from which a total of 100 respondents were selected using a proportional random sampling technique. The instrument used to collect data for the study was a twenty-item structured questionnaire designed to obtain responses on the effect of e-government on administrative efficiency, infrastructural and technical challenges, staff competence, and monitoring mechanisms.

The study was anchored on the Technological Determinism Theory and the Innovation Diffusion Theory. The Technological Determinism Theory posits that technological development drives organizational and administrative change, influencing how public institutions operate and adapt to modernization. This theory underscores how e-government platforms reshape administrative efficiency, information management, and service delivery. The Innovation Diffusion Theory, on the other hand, explains how new technologies are adopted and integrated into public institutions over time, depending on perceived usefulness, ease of use, and organizational readiness. Together, these theories provide a framework for understanding how e-government adoption transforms administrative processes and governance outcomes within the public sector.

Based on the findings, the study concluded that e-government has significantly enhanced administrative efficiency in NIMC by improving information accessibility, reducing delays, and promoting transparency in service delivery. However, challenges such as poor internet connectivity, inadequate ICT infrastructure, limited technical competence, and frequent power interruptions hinder optimal performance. Despite these constraints, respondents agreed that e-government remains a key driver of modernization, accountability, and improved administrative outcomes in the Nigerian public sector. The study recommends that government and institutional management should invest in robust ICT infrastructure, provide continuous training for staff, and ensure stable power supply to enhance e-government operations. Furthermore, policies promoting digital transformation, data protection, and system maintenance should be strengthened to sustain the benefits of e-government across Nigeria.

CHAPTER ONE

INTRODUCTION

Background of the Study

The adoption of electronic government (e-government) has become an essential strategy for improving governance, public service delivery, and administrative efficiency in many countries, including Nigeria. E-government refers to the use of information and communication technologies (ICTs) by government agencies to enhance access to and delivery of government services to citizens, businesses, and other arms of government (UNESCO, 2020). In Nigeria, the push towards -government is driven by the need to address issues of inefficiency, corruption, and lack of transparency that have long plagued the public sector. Over the past decade, government institutions have embarked on various digital transformation initiatives aimed at enhancing service delivery and promoting accountability in governance (Adeleke, 2021). One of the key agencies involved in the implementation of e-government in Nigeria is the National Identity Management Commission (NIMC), which is responsible for the registration, management, and administration of national identity numbers (NINs) for all Nigerian citizens and legal residents. NIMC has been at the forefront of using digital technology to streamline its operations and reduce administrative bottlenecks (Ibrahim, 2020). However, despite these efforts, challenges such as infrastructural deficits, digital illiteracy, and bureaucratic inertia continue to affect the effectiveness of e-government initiatives within the agency, particularly in regional offices such

Recent advancements in digital technology offer an opportunity for institutions like NIMC to improve service delivery through automation, real-time data processing, and electronic feedback mechanisms. Nonetheless, the gap between policy formulation and practical implementation often widens due to factors such as insufficient funding, lack of trained personnel, and resistance to change (Chukwu, 2023). The effectiveness of e-government initiatives in addressing these issues remains a subject of academic and policy interest, particularly as Nigeria intensifies its digital transformation agenda under the National Digital Economy Policy and Strategy (NDEPS) (Federal Ministry of Communications and Digital Economy, 2022). Administrative efficiency is fundamental to the success of public sector reforms, and e-government is seen as a tool that can enhance efficiency by reducing redundancy, cutting down operational costs, and facilitating timely decision-making. The NIMC's digital framework, which includes online pre-enrolment, biometric data capture, and integrated backend systems, was designed to achieve these objectives. The study of e-government and administrative efficiency in the NIMC Benin City Zone is also relevant in light of Nigeria's efforts to achieve the United Nations Sustainable Development Goals (SDGs), particularly Goal 16 which emphasizes the importance of strong institutions, transparency, and inclusive governance. Effective identity management systems are crucial to the realization of several SDGs, including poverty reduction, education, and health (UNDP, 2021).

Therefore, enhancing administrative efficiency through e-government is not only a national imperative but also a global developmental priority.

In addition, public confidence in government institutions is often influenced by the quality of services delivered. Citizens' experiences with agencies such as NIMC shape their perceptions of government responsiveness and legitimacy. A poorly implemented e-government system may therefore exacerbate public dissatisfaction and hinder civic engagement (Abdullahi, 2022). Conversely, a well-functioning digital identity management system can promote trust, streamline access to services, and enhance policy effectiveness. Several studies have identified the potential of e-government in transforming public administration in developing countries, but have also noted the importance of contextual factors such as political will, regulatory frameworks, and stakeholder collaboration (Nwachukwu, 2021).

Statement of the Problem

E-government has been widely recognized as a transformative tool for improving public sector performance, enhancing transparency, and streamlining administrative processes. However, in Nigeria, the implementation of e-government systems has not fully achieved its intended goals, particularly in institutions like the National Identity Management Commission (NIMC), Benin City Zone. Although the government has made significant strides in digital reform, including the introduction of online registration and database integration systems, administrative inefficiencies continue to persist. Many of these inefficiencies are deeply rooted in infrastructural, technical, and human resource limitations that have slowed the realization of the core objectives of e-governance (Adeleye, 2024).

A major problem confronting the success of e-government at NIMC is the persistent inadequacy of technological infrastructure. The commission struggles with frequent power outages, poor internet connectivity, and outdated equipment, which collectively impede the effectiveness of digital service delivery. For instance, the frequent system downtimes experienced during national identity registration or verification exercises often frustrate both staff and the public, undermining the credibility of the e-government initiative. These infrastructural deficiencies have been identified as one of the most significant barriers to administrative efficiency in the Nigerian public service (Oloyede, 2024).

In addition to infrastructural shortcomings, the low level of digital literacy among public servants remains a critical challenge. Many staff members in NIMC's Benin City Zone lack the necessary technical competence to efficiently use digital platforms, which leads to errors, delays, and a continued dependence on manual operations. The absence of consistent ICT training and capacity-building programs has also weakened the ability of staff to adapt to technological changes. Studies have shown that digital competence is a crucial determinant of successful e-government implementation, and its deficiency directly affects productivity and service quality (Abasilim, Durojaiye & Gberevbie, 2022). Resistance to change within the administrative culture of public institutions compounds this problem. Even where digital tools are available, employees sometimes prefer traditional paperwork due to fear of redundancy, low confidence in technology, or lack of

motivation to adopt new systems. This resistance reduces the speed of digital transformation and contributes to the persistence of bureaucratic bottlenecks. The failure to fully embrace these innovations has been observed as a major limitation in achieving the anticipated gains of e-government reforms in Nigeria (Oloyede, 2024).

Financial constraints also pose a serious impediment to sustaining e-government systems. The establishment, maintenance, and upgrading of digital infrastructures require continuous funding, yet budgetary allocations for ICT in public institutions are often insufficient. Inadequate funding limits the capacity of NIMC to maintain servers, purchase new software, and provide adequate system security. Without financial sustainability, many e-government initiatives are implemented but not maintained effectively, leading to inconsistent results (Adeleye, 2024).

Issues relating to cybersecurity and data privacy have become increasingly prominent. Since NIMC handles sensitive personal data, including biometric information, the absence of a robust cybersecurity framework raises concerns about data breaches and unauthorized access. Such vulnerabilities can erode public trust in the system and discourage citizens from participating fully in e-government processes. This problem aligns with findings that weak cybersecurity measures are among the leading challenges undermining the effectiveness of e-governance initiatives in Nigeria (Imo & Anyiam, 2024).

Weak monitoring and evaluation mechanisms further hinder the success of e-government in achieving administrative efficiency. There are often no clear metrics or feedback systems for measuring how effectively digital initiatives contribute to improved performance. Consequently, the absence of regular assessment and performance reviews makes it difficult to identify system failures or areas requiring improvement (Vanguard, 2025). The resulting gap in accountability leads to poor optimization of available resources and slows down the overall efficiency of administrative processes.

The uneven distribution of ICT resources across government zones has created disparities in e-government adoption. While some offices may enjoy adequate digital facilities, others such as parts of the Benin City Zone often operate with limited infrastructure and inconsistent connectivity. This digital divide results in unequal service delivery outcomes and weakens the collective efficiency of NIMC's operations nationwide (Adeleye, 2024).

Consequently, despite the government's commitment to digital transformation, administrative inefficiencies remain entrenched in NIMC's operations, reflected in delays, duplication of tasks, and manual record management. The mismatch between policy intent and actual implementation highlights the need for a deeper empirical understanding of the factors constraining the effective use of e-government tools. Therefore, this study seeks to examine how the implementation of e-government has affected administrative efficiency at the NIMC Benin City Zone, identify the infrastructural and technical challenges hindering its success, assess how staff competence influences adoption, and evaluate the existing mechanisms for monitoring and performance review. By addressing

these gaps, the research aims to provide practical insights for improving e-government implementation and enhancing administrative efficiency in Nigeria's public institutions.

Objectives of the Study

The aim of this study is to evaluate the relationship between e-government and administrative efficiency in the National Identity Management Commission (NIMC), Benin City Zone. Specifically, the objectives of the study are to:

1. To examine the effect of e-government implementation on administrative efficiency in the National Identity Management Commission (NIMC), Benin City Zone.
2. To identify the major infrastructural and technical challenges hindering the effective use of e-government tools in NIMC, Benin City Zone.
3. To assess the extent to which staff competence and digital literacy influence the successful adoption of e-government at NIMC in Benin City.
4. To investigate the measures in place for monitoring and evaluating the performance of e-government initiatives within the NIMC Benin City Zone.

Research Questions

The following research questions will be implemented to guide this study:

1. How has the implementation of e-government affected the administrative efficiency of NIMC in the Benin City Zone?
2. What are the major infrastructural and technical challenges hindering the effective use of e-government tools in NIMC, Benin City Zone?
3. To what extent do staff competence and digital literacy influence the successful adoption of e-government at NIMC in Benin City?
4. What measures are in place to monitor and evaluate the performance of e-government initiatives within the NIMC Benin City Zone?

Significance of the Study

The significance of this study lies in its potential to influence and improve various aspects of public administration and service delivery, particularly in the context of digital governance in Nigeria. For government agencies such as the National Identity Management Commission (NIMC), the study provides valuable insights into how e-government systems are performing in practice, especially within the Benin City Zone. It reveals operational challenges, service gaps, and opportunities for system improvement. The findings will assist these agencies in refining their strategies for implementing and managing digital tools that enhance administrative efficiency, reduce bottlenecks, and improve public access to essential services.

For policy makers, the study serves as a credible source of empirical evidence to guide the development, review, and implementation of policies related to digital governance. By examining the link between e-government and administrative efficiency, the research offers grounded recommendations that can inform policy decisions aimed at strengthening institutional capacity, improving infrastructure, and fostering innovation within public agencies. This is particularly important for the realization of national development goals and Nigeria's broader digital economy strategy.

The study is equally relevant to public sector employees, especially those working at NIMC. It highlights the importance of staff digital literacy, training, and adaptability to new technologies, thereby emphasizing the human resource component of successful e-government implementation. Through this understanding, government agencies can design effective capacity- building programs and address internal resistance to change. This could result in a more competent and motivated workforce that is capable of delivering efficient digital services. Citizens and service users, who interact directly with NIMC, also stand to benefit from the outcomes of this research. The study captures their experiences, perceptions, and challenges in accessing e-government services, providing a clearer picture of where improvements are most needed. As a result, it encourages the development of user-friendly systems that promote transparency, accessibility, and satisfaction. Improved service delivery, reduced wait times, and enhanced accountability directly translate to increased public trust and confidence in government institutions.

The academic and research community will find this study valuable for its contribution to the growing literature on e-government and public administration in Nigeria. It offers a focused case

study with empirical data that can be referenced in future academic work. Researchers can build on the findings to conduct comparative studies, explore related issues in different regions or sectors, or examine long-term trends in digital governance and administrative reform.

ICT developers and consultants who design and implement e-government platforms will gain insights from this study on the practical challenges and real-world conditions in which their systems operate. The findings will guide them in creating more resilient, efficient, and adaptable systems that are responsive to both organizational needs and user expectations. Understanding the limitations and successes within the NIMC environment provides a basis for innovation and improvement in future system designs.

Development partners and donor agencies that support digital governance projects in Nigeria will

also benefit from the study. It offers data and analysis that can help these organizations evaluate the effectiveness of their interventions and investments. The study highlights the contextual factors that influence the success or failure of e-government initiatives, enabling development factors to design more targeted and impactful programs that support institutional growth and digital transformation.

Civil society organizations involved in advocacy for good governance, transparency, and service delivery improvement will find this study a useful tool. It provides evidence that can be used to engage government institutions, hold them accountable, and push for reforms that benefit the public. By focusing on the intersection of technology and governance, the study supports the ongoing efforts to build a more inclusive, transparent, and responsive public sector in Nigeria.

Scope and Delimitation of the Study

The scope of this study is centered on assessing the role of e-government in enhancing administrative efficiency within the National Identity Management Commission (NIMC), specifically focusing on the Benin City Zone. The study explores key areas such as digital service delivery, operational effectiveness, staff capacity, infrastructure, and user satisfaction. It aims to examine how -government systems have been implemented in NIMC's administrative processes, the types of digital technologies deployed, and the extent to which these technologies have improved or hindered the efficiency of operations. Additionally, the research will investigate challenges such as system downtime, infrastructural limitations, inadequate digital literacy among staff, and resistance to technological change.

The study is limited to the NIMC Benin City Zone, using it as a case study to understand broader issues affecting -government implementation in Nigerian public institutions. It will consider the experiences and perspectives of NIMC administrative staff, ICT officers,

and service users within the past five years, offering insight into how e-government functions at the regional level.

The study will not extend to other NIMC branches across the country or to unrelated public agencies, nor will it provide a comprehensive national evaluation of e-government initiatives beyond the Benin City context.

Definition of Terms

E-Government: refers to the use of Information and Communication Technologies (ICTs) by government institutions to deliver public services, manage administrative processes, and facilitate interactions with citizens, businesses, and other arms of government.

Administrative Efficiency: refers to the ability of an organization, particularly in the public sector, to carry out its functions and deliver services effectively, promptly, and with minimal waste of time, effort, and resources.

NIMC: National Identity Management Commission

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This chapter provides a comprehensive review of existing literature related to the role of e- government in enhancing administrative efficiency in Nigeria, with a specific focus on the National Identity Management Commission (NIMC), Benin City Zone. The literature review examines key concepts such as e-government, administrative efficiency, and digital transformation in public sector operations. It explores how the adoption of information and communication technology (ICT) tools and digital platforms improves service delivery, transparency, data management, and decision-making processes within public institutions. The literature will be reviewed under the following sub-headings:

- Concept of E-Government
- Historical Development of E-Governance in Nigeria
- Structure and Functions of the National Identity Management Commission (NIMC)
- The Relationship between E-Government and Administrative Efficiency
- The Role of E-Government in Public Service Delivery
- E-Government and Data Management in NIMC
- E-Government as a Tool for Reducing Bureaucratic Bottlenecks .
- Impact of E-Government Policies on Service Efficiency in NIMC

- Role of Citizen Participation in Enhancing E-Government Effectiveness
- Challenges Facing E-Government Implementation in Nigeria
- Strategies for Enhancing E-Government and Administrative Efficiency
- Theoretical Framework
- Empirical Review of Related Studies
- Summary of Literature Review

Concept of E-Government

E-government refers to the use of Information and Communication Technologies (ICTs) by government institutions to deliver services, share information, and interact with citizens, businesses, and other arms of government. It represents a shift from traditional bureaucratic governance to a more streamlined, transparent, and responsive system enabled by digital tools. This transformation is intended to enhance the quality of public services, ensure transparency in administrative processes, and improve public sector efficiency (Adewale, 2020). E-government integrates digital platforms such as websites, portals, mobile apps, and biometric systems to create a seamless interface between the government and the people it serves.

The concept emerged as part of global public sector reform efforts aimed at improving accountability and performance. E-government initiatives include digitization of government records, online service portals, -taxation, -identification, and electronic procurement, among others. These efforts are especially relevant in developing countries like Nigeria, where inefficiencies, corruption, and weak bureaucratic structures hinder

service delivery (Okonkwo, 2021). By deploying digital technologies, governments aim to bridge the communication gap between citizens and public officials, foster openness, and eliminate redundancies.

E-government is built on four key pillars: government-to-citizen (G2C), government-to-business (G2B), government-to-government (G2G), and government-to-employee (G2E) interactions. These pillars illustrate the multidimensional nature of digital governance and its potential to transform every facet of public administration. For instance, through G2C platforms, citizens can apply for national identity cards, access health services, and make complaints or inquiries without physical presence at government offices (Ibrahim, 2023). This not only saves time and cost but also reduces the influence of middlemen and fosters direct interaction between the state and its constituents. In Nigeria, the adoption of e-government is a strategic response to the challenges of inefficient governance and poor public service delivery. Government institutions like the National Identity Management Commission (NIMC) have embraced digital platforms for registration, verification, and data management. These platforms have become instrumental in streamlining processes that were previously slow, paper-based, and prone to manipulation (Chukwuma, 2022). The NIMC, through its electronic identity system, plays a vital role in building a digital database for national planning, social welfare, and security purposes. Globally, e-government is recognized as a tool for achieving good governance and inclusive development. According to the United Nations E-Government Survey (2022); countries that have embraced digital governance have recorded significant improvements in

transparency, citizen satisfaction, and administrative responsiveness. In Africa, however, the adoption remains uneven due to infrastructural deficits, limited internet penetration, and low digital literacy. Nevertheless, Nigeria has made notable strides in implementing -government frameworks, particularly in sectors such as taxation, identity management, and public procurement (Adegoke, 2021). Despite its promise, the implementation of e-government in Nigeria is fraught with challenges. These include lack of political will, inadequate ICT infrastructure, poor funding, and resistance to change among public sector employees. These factors continue to affect the depth and reach of

e-government initiatives across federal and subnational levels (Uzoho, 2019). Furthermore, issues of cybersecurity and data privacy remain a concern, especially with increasing reports of identity theft and digital. fraud. Ensuring the security and integrity of government databases is therefore a critical component of sustaining public trust in digital governance.

One of the defining features of e-government is its ability to foster administrative efficiency.

Through automation and digital workflows, public institutions can reduce paperwork, minimize human error, and enhance decision-making. For example, -government allows for real-time tracking of service requests, digital filing of documents, and automated feedback systems, all of which promote timeliness and accountability (Eze, 2020. In the case of the NIMC, the use of biometric technology and online registration has significantly accelerated the process of enrolling Nigerians into the national identity

database. Moreover, -government facilitates data- driven governance. By collecting and analyzing large volumes of administrative data, public officials can make informed policy decisions, allocate resources more effectively, and monitor program outcomes. The integration of ICT into government systems also provides a foundation for digital inclusion and citizen empowerment. Citizens, when equipped with the necessary digital tools and skills, can participate more actively in governance processes and hold leaders accountable (Onyebuchi, 2023). This is particularly important in a democratic society where engagement and transparency are essential for good governance.

Recent trends also indicate a growing move toward mobile governance (m-Government), where services are delivered through smartphones and mobile applications. Given Nigeria's high mobile penetration rate, mobile platforms offer a viable means of expanding access to government services, especially in remote and underserved areas. The development of mobile apps by institutions like the NIMC for online verification and complaint submission illustrates how mobile technologies can complement traditional e-government frameworks (Balogun, 2024). Such innovations are crucial for deepening digital service delivery and ensuring no citizen is left behind. The concept of e-government is rooted in the principles of efficiency, transparency, responsiveness, and inclusion. It represents a fundamental shift in how public services are conceptualized and delivered in the 21st century. While Nigeria has made commendable progress in adopting -government, particularly through agencies like the NIMC, sustaining this progress requires addressing institutional bottlenecks, expanding digital infrastructure, and

investing in digital literacy. The future of governance in Nigeria depends largely on how well digital technologies are integrated into the public administration framework (Abubakar, 2022).

Historical Development of E-Governance in Nigeria

The historical development of e-governance in Nigeria can be traced back to the early 2000s when the government began exploring the potential of digital technologies to reform public administration. The push toward modernization was largely influenced by the global movement toward digital governance and the growing recognition of the need to improve service delivery, transparency, and public sector accountability. One of the earliest initiatives was the creation of the National Information Technology Development Agency (NITDA) in 2001, which was mandated to coordinate ICT development across the country (Adewuyi, 2019). NITDA became instrumental in laying the groundwork for -governance by formulating policies, establishing ICT infrastructure, and building capacity within government agencies. By the mid-2000s, e-governance gained further momentum with the launch of several public sector reform programs. The Service Compact with All Nigerians (SERVICOM) initiative introduced in 2004 focused on enhancing the quality and efficiency of government services. Although not purely digital, SERVICOM laid the foundation for future digital reforms by emphasizing responsiveness and accountability (Iheanacho, 2020). Around the same period, the federal government began integrating ICT into critical areas such as immigration, education, and taxation.

The introduction of electronic passport systems and the digitization of JAMB and WAEC examination processes were early examples of -governance in action.

A significant milestone in the evolution of e-governance was the establishment of the Nigerian e-

Government Interoperability Framework (NeGIF) in 2014. This framework aimed to ensure that different government systems could work together seamlessly by standardizing data exchange and communication protocols across ministries, departments, and agencies (Okonkwo, 2021). NeGIF marked a strategic shift toward creating a unified and integrated -government ecosystem in Nigeria, focusing on interoperability, citizen-centered design, and efficient digital service delivery. The role of the National Identity Management Commission (NIMC), established in 2007, also marked a major development in e-governance. NIMC was tasked with building a reliable national identity database through biometric registration and digital identity verification systems. Though the Commission faced initial operational delays and limited public awareness,

its functions became more visible and impactful by the late 2010s with the rollout of the National Identification Number (NIN) initiative (Chukwudi, 2022). The NIN system was designed to serve as a foundational identity for all Nigerians and residents, enabling digital access to government services and improving planning and security. The government's Digital Economy Policy and Strategy (2020-2030), introduced under the Ministry of Communications and Digital Economy, represented a renewed commitment to digital transformation. This policy outlined the government's strategic intent to make

Nigeria a leading digital economy by prioritizing broadband infrastructure, digital literacy, -government platforms, and cybersecurity (Abubakar, 2022). Under this framework, agencies like NITDA and Galaxy Backbone Limited were mandated to deploy cloud services, fiber optic infrastructure, and data centers to support the digital operations of public institutions.

By 2021, the COVID-19 pandemic further accelerated the adoption of e-governance in Nigeria.

With physical offices closed or operating at reduced capacity, many government services shifted

to online platforms. Agencies such as the Corporate Affairs Commission (CAC), the Federal Inland Revenue Service (FIRS), and the Central Bank of Nigeria (CBN) adopted online registration, filing, and payment systems to continue service delivery remotely (Oladipo, 2021).

This shift highlighted both the possibilities and limitations of Nigeria's e-governance architecture and underscored the need for continuous investment in digital infrastructure.

Another major step in the historical evolution of e-governance in Nigeria was the implementation of the Treasury Single Account (TSA) policy, which became fully operational in 2015. Though not initially designed as an e-governance tool, the TSA leveraged digital payment systems to consolidate all government revenues into a single account maintained by the Central Bank. This reform significantly enhanced financial transparency and accountability in public finance management (Osagie, 2020). The

success of TSA demonstrated the effectiveness of digital tools in curbing leakages and improving administrative efficiency.

In recent years, specific efforts have been made to digitize the judiciary and legislative arms of government. The Judicial Information Technology Policy (JITP) and the National Assembly Digitalization Project have been rolled out to improve court processes and legislative documentation through electronic case management systems, virtual hearings, and digitized legislative archives (Okojie, 2023). These developments signal a broader embrace of e- governance beyond executive agencies, aiming for a fully integrated public sector.

Despite these advancements, the historical development of e-governance in Nigeria has not been without setbacks. Issues such as poor internet connectivity, low digital literacy among civil servants and the public, frequent power outages, and institutional resistance to change continue to undermine progress. Additionally, concerns about data security, privacy, and digital exclusion persist, especially among marginalized populations (Onyeka, 2024). These challenges highlight the need for holistic policies that not only invest in technology but also in people, processes, and trust. The evolution of e-governance in Nigeria has been marked by gradual but meaningful progress. From the early ICT policy frameworks of the 2000s to the more recent digital economy strategies, Nigeria has demonstrated a growing awareness of the importance of digital transformation in governance. Institutions like NIMC, NITDA, FIRS, and the judiciary have all contributed to this journey. However, sustaining and expanding the gains of e-

governance will require continued investments, stronger political will, improved inter-agency collaboration, and robust digital literacy programs to ensure inclusive access and long-term impact (Bello, 2023). **Structure and Functions of the National Identity Management Commission (NIMC)**

The National Identity Management Commission (NIMC) was established by the NIMC Act No. 23 of 2007 to create, operate, and manage Nigeria's national identity system. It serves as the primary institution responsible for registering citizens and legal residents, issuing unique identity numbers, and managing a centralized identity database for the country. Over the years, NIMC has become a central pillar in Nigeria's digital governance architecture, particularly in driving secure identification, enhancing service delivery, and promoting administrative efficiency (Umeh, 2020). The organizational structure of NIMC is designed to facilitate its broad mandate, operating under the supervision of the Federal Ministry of Interior. At the helm of the Commission is the Director-General/Chief Executive Officer, who oversees the overall implementation of policies and strategic direction. Supporting the Director-General is a Governing Board, composed of representatives from key government agencies such as the National Population Commission, the Central Bank of Nigeria, and the Nigeria Immigration Service. This board provides oversight and ensures inter-agency alignment in identity management (Okafor, 2021).

NIMC's internal structure consists of several departments and units that specialize in different aspects of identity management. These include the Department of Identity

Database, Department of Biometrics and Data Capture, Legal Services, Corporate Communications, ICT and Data Security, and Planning, Research, and Statistics. Each department is tasked with specific operational roles that support the core mission of the Commission. For instance, the ICT unit is responsible for the development and maintenance of the identity management infrastructure, including software platforms and biometric technologies (Adebayo, 2022).

One of the primary functions of NIMC is to register all Nigerians and legal residents and assign them a unique National Identification Number (NIN). The NIN is a lifelong identity number that serves as the foundational identity for individuals, linking them to various government services and private sector applications. This function is essential for accurate demographic data, effective planning, and the reduction of fraud in public administration (Oladimeji, 2020). Another critical function of the Commission is the management of the National Identity Database (NIDB). The database houses biometric and biodata records of individuals and is built to ensure interoperability with other databases across sectors. Through this centralized system,

the NIMC supports other institutions like the Independent National Electoral Commission (INEC), the Nigerian Immigration Service, and banks to validate identity in real-time, thereby promoting security and administrative coherence (Yakubu, 2023). NIMC also plays a key role in the harmonization of existing identity databases in Nigeria. In collaboration with other agencies such as the Federal Road Safety Corps (FRSC), the National Health Insurance Authority (NHIA), and telecommunications companies, the

Commission works to integrate disparate identity systems into a single, unified framework. This harmonization process is intended to eliminate redundancy, reduce costs, and create a reliable identity infrastructure for national development (Nwosu, 2021). The Commission is further empowered to establish and regulate procedures for biometric enrollment and verification. It develops guidelines and standards for data collection, identity card issuance, and biometric authentication to ensure uniformity and data integrity. These protocols are crucial in enhancing trust in digital identity systems, especially in the context of rising cyber threats and identity fraud (Adetola, 2024). In line with its legal mandate, NIMC is authorized to issue General Multi-Purpose Cards (GMPCs) that incorporate identification, banking, and access functions. While full-scale deployment of these cards has been slow due to funding and logistical challenges, the concept remains a vital part of the Commission's long-term strategic plan to support financial inclusion and electronic governance (Ibrahim, 2019). NIMC also undertakes awareness campaigns and stakeholder engagements aimed at educating the public on the importance of digital identity and the need to enroll for the NIN. These campaigns are critical for encouraging participation, especially in rural and underserved communities. The Commission often partners with state governments, traditional institutions, and civil society to facilitate grassroots mobilization (Onuoha, 2023). Despite its achievements, NIMC faces significant challenges that affect its operations. These include limited infrastructure, inadequate funding, low public awareness, technical inefficiencies, and cybersecurity threats. However, through partnerships with international organizations

such as the World Bank and the EU, as well as the implementation of the Nigeria Digital Identification for Development (ID4D) project, the Commission is working toward overcoming these barriers and building a more robust digital identity ecosystem (Balogun, 2022). In conclusion, the structure and functions of NIMC reflect its pivotal role in Nigeria's €- governance landscape. From identity registration to database management and policy coordination, the Commission is a cornerstone for achieving efficient public administration. national planning, and digital transformation. As Nigeria continues to pursue a digital economy, strengthening NIMC's institutional capacity will be crucial in ensuring that every citizen has a secure and verifiable identity (Okonkwo, 2024).

The Relationship between E-Government and Administrative Efficiency

E-government and administrative efficiency are intrinsically linked in the context of modern public sector management. E-government refers to the deployment of Information and Communication Technologies (ICTs) to improve the delivery of government services, enhance citizen engagement, and streamline internal government processes. Administrative efficiency, on

the other hand, relates to the optimal use of resources, time, and personnel in the achievement of government objectives. The relationship between both concepts lies in the ability of digital tools

to minimize bureaucratic bottlenecks, reduce redundancies, and accelerate decision-making (Ojo, 2019). Through the automation of routine tasks and digitization of records, e-government systems improve operational speed and reduce the risk of human error. For

instance, when public agencies adopt electronic filing systems and online platforms for documentation and communication, they significantly reduce the time required to process requests, approvals, or data retrieval. This speed is a key component of administrative efficiency, as it promotes responsiveness and accountability in government operations (Chinedu, 2020). One of the core ways e-government contributes to administrative efficiency is by promoting transparency and traceability. Digital governance platforms maintain logs of transactions, interactions, and decisions, allowing for real-time auditing and easier monitoring. This reduces opportunities for corruption and ensures that government officials are accountable for their actions. In the Nigerian context, platforms like the Integrated Payroll and Personnel Information System (IPPIS) and the Treasury Single Account (TSA) have demonstrated how digital systems can eliminate ghost workers, streamline payroll processes, and improve resource management (Akinyemi, 2021). E-government also supports efficiency by enabling inter-agency collaboration and data sharing. Traditionally, government departments operated in silos, leading to duplication of efforts and fragmented service delivery. With the adoption of interoperable e-government frameworks, such as the Nigerian e-Government Interoperability Framework (NeGIF), agencies can share information seamlessly, reducing delays and improving policy implementation (Okonkwo, 2022). For example, the integration between the National Identity Management Commission (NIMC) and other bodies like the Central Bank of Nigeria and the Nigeria Immigration Service has facilitated faster identity verification processes. Additionally, digital governance tools promote cost-

effectiveness, a vital element of administrative efficiency. E-government reduces the need for physical infrastructure, paper- based processes, and in-person interactions. This is especially evident in -taxation and online procurement platforms, where the cost of compliance and transaction is significantly lower compared to traditional methods (Ibrahim, 2023). Over time, this allows government institutions to reallocate resources to critical sectors while maintaining or even improving the quality of service delivery. The role of e-government in enhancing citizen satisfaction and service quality also reflects its contribution to efficiency. When services are easily accessible online, citizens spend less time in queues or traveling to offices, and they can access information and file complaints convemiently. This fosters trust in public institutions and ensures that government agencies are more aligned with the needs of the people they serve. Studies have shown that higher citizen satisfaction correlates with better administrative performance (Ogundele, 2022).

Furthermore, -government platforms enable data-driven decision-making by providing access to accurate, up-to-date, and centralized information. Administrators and policymakers can analyze trends, monitor performance indicators, and respond swiftly to emerging issues. This analytical capability improves the strategic direction of public sector programs and ensures that decisions are grounded in evidence rather than assumptions or outdated data (Adelaja, 2021). The NIMC's national identity database, for example, is instrumental in targeting beneficiaries for social intervention programs, which minimizes waste and improves service coverage.

However, the relationship between -government and administrative efficiency is not without challenges. Implementation often requires substantial initial investment in infrastructure, training, and system maintenance. In countries like Nigeria, poor internet connectivity, frequent power outages, and resistance from public servants accustomed to manual procedures can hinder the full realization of efficiency gains (Nwachukwu, 2020). Moreover, cybersecurity threats pose serious risks to the reliability and integrity of digital government operations, and if not properly managed, can undermine public trust. Despite these challenges, global best practices show that e- government has a transformative impact on public administration when properly implemented.

The United Nations E-Government Development Index (EGDI) rankings consistently show that countries with mature digital governance systems also perform better in public sector efficiency service delivery (UN, 2022). Nigeria's gradual improvement in this index reflects ongoing reforms in digital infrastructure and institutional coordination, driven by agencies like NITDA and NIMC (Balogun, 2024). E-government serves as a powerful enabler of administrative efficiency by digitizing workflows, improving transparency, facilitating collaboration, and empowering data-based management. While Nigeria still faces infrastructural and institutional challenges, the steady expansion of -governance initiatives holds promise for a more responsive and accountable public sector. Strengthening this relationship will require sustained investment, strong leadership, and continuous public sector reform (Eze, 2024).

The Role of E-Government in Public Service Delivery

The role of e-government in public service delivery is increasingly recognized as pivotal in achieving efficient, transparent, and citizen-centered governance. E-government utilizes digital technologies, especially the internet and mobile platforms, to provide government services and information to citizens, businesses, and other government arms. In the Nigerian context, e- government is central to efforts aimed at transforming the public service from a manual, paper- driven system to a more dynamic, responsive, and inclusive model of service delivery (Abubakar, 2020). One of the primary contributions of -government to public service delivery is the elimination of delays caused by bureaucratic bottlenecks. Traditional public service systems in Nigeria have been criticized for being slow, opaque, and prone to corruption. With the introduction of digital platforms, many services can now be accessed online, such as birth registration, passport application, tax filing, and national identity enrollment. This shift from physical to digital interactions reduces the time and cost associated with accessing essential services (Onwuka, 2019).

Digital platforms also promote greater transparency in service delivery. By automating processes

and providing real-time information, e-government minimizes the opportunities for bribery and manipulation. For example, the Federal Inland Revenue Service (FIRS) now allows individuals and businesses to file taxes and make payments online, ensuring that records are traceable and officials are held accountable. This approach strengthens institutional integrity and builds public confidence in the system (Okon, 2022). E-

government has also made public service delivery more inclusive. With mobile phones and internet access becoming increasingly widespread, more citizens-including those in remote or underserved areas can access government services without having to travel long distances. Mobile-based initiatives, such as USSD codes and SMS alerts, allow even those without smartphones or internet access to interact with public institutions, particularly in health, agriculture, and education services (Ibrahim, 2023). Furthermore, -government platforms improve service delivery through better data management and integration. Public institutions can share information across departments, reducing duplication and enabling coordinated responses to service requests. For example, the integration between the National Identity Management Commission (NIMC and other agencies such as the Nigeria Immigration Service and Central Bank of Nigeria enables faster identity verification and access to services such as banking and international travel (Chukwuma, 2021).

E-government also supports real-time service tracking and feedback mechanisms. Citizens can report issues, file complaints, and receive updates on their requests through online portals or mobile apps. This two-way communication not only enhances responsiveness but also empowers citizens to demand better service. Platforms like the Nigeria Government Open Portal and SERVICOM complaint systems exemplify how digital tools can promote accountability and user satisfaction (Olawale, 2024).

The use of e-government in public service delivery also fosters greater cost-efficiency. Digital

platforms reduce the need for physical infrastructure, paperwork, and human resources. For instance, digital education systems have enabled online student registration and result processing, saving educational institutions significant time and administrative costs. Similarly, health facilities now use digital records for patient management, improving efficiency and accuracy in service provision (Akinyemi, 2021). Another significant role of e-government is in the area of emergency and social services. During the COVID-19 pandemic, digital platforms were crucial in the distribution of palliative funds and welfare packages to vulnerable populations. The use of the National Social Register, linked to the NIN database, ensured that support reached the intended beneficiaries without manual vetting or political interference (Okafor, 2022). This demonstrated the power of e-government in crisis response and social inclusion. Nevertheless, the effectiveness of e-government in public service delivery is dependent on infrastructure, digital literacy, and policy support. Many rural areas in Nigeria still suffer from poor internet connectivity and unreliable electricity, limiting their access to digital services. Moreover, a significant portion of the population lacks the digital skills needed to navigate e-government platforms. These barriers must be addressed to ensure equitable access and maximize the impact of digital governance (Nwachukwu, 2023). E-government plays a transformative role in public service delivery by promoting efficiency, transparency, inclusiveness, and responsiveness. While Nigeria has made notable progress, particularly through agencies such as NIMC, FIRS, and NITDA, more needs to be done to address infrastructure gaps and improve digital literacy. As digital

transformation continues to shape governance across the world, embracing and expanding e-government systems remains vital to achieving better public service outcomes in Nigeria (Balogun, 2024).

E-Government and Data Management in NIMC

E-government and data management in the National Identity Management Commission (NIMC) have become crucial components of Nigeria's digital transformation efforts. The integration of digital technologies into NIMC's operations has significantly improved how identity data is collected, stored, processed, and utilized. As the central authority for managing national identity, NIMC leverages -government systems to enhance administrative efficiency and provide reliable identification services across the country (Onyebuchi, 2020). A major aspect of e-government in NIMC is the establishment of the National Identity Database (NIDB), which houses demographic and biometric data of citizens and legal residents. This database is the cornerstone of Nigeria's identity management system. It includes information such as full names, dates of birth, addresses, fingerprints, facial images, and unique National Identification Numbers (NIN). The digitization of this process ensures that the data collected is accurate, verifiable, and secure, enabling effective identity verification and public service delivery (Ibrahim, 2021). Biometric technology plays a critical role in NIMC's data management strategy. During registration, individuals fingerprints and facial images are captured and stored alongside their biographical data. This biometric-based identification helps eliminate multiple registrations and prevents impersonation. It ensures that each person is issued a

unique NIN, which becomes their primary identifier for accessing various public and private services. Biometric systems have also enhanced the Commission's capacity to detect and prevent identity fraud (Udo, 2023).

To protect the sensitive data under its custody, NIMC has implemented data privacy and security measures aligned with the Nigeria Data Protection Regulation (NDPR). These measures include encryption of data, secure data transmission protocols, and access controls to prevent nauthorized access. The Commission also conducts periodic system audits to assess vulnerabilities and ensure compliance with data governance standards. These efforts are essential for maintaining public trust and protecting citizens' digital identities (Balogun, 2022).

Another key contribution of e-government to NIMC's operations is data harmonization. Prior to the establishment of a centralized identity system, different government agencies maintaine fragmented databases, leading to duplication and inconsistencies. Through digital integration,

NIMC has been able to harmonize these various identity databases into a single, unified platform. This reduces redundancy and enhances collaboration among government institutions involved in areas such as immigration, taxation, and social welfare (Adeyemi, 2020). E-government systems at NIMC also support real-time data access and verification services.

Approved government agencies and private organizations can use secure application

programming interfaces (APIs) to access and validate identity information. This capability is

especially useful in banking, telecommunications, and electoral processes where quick and

accurate identity verification is essential. For instance, banks rely on NIMC's database to comply

with Know Your Customer (KYC) requirements and reduce financial crimes (Chukwuma, 2021).

Despite these advancements, NIMC still faces challenges in data management. These include

limited infrastructure, frequent server downtimes, and slow enrollment processes in some parts of the country. The high demand for NIN registration has overwhelmed some of the Commission's facilities, leading to long queues and delays in processing. In response, NIMC has expanded its partnerships with telecom companies and private vendors to increase enrollment capacity and upgrade its IT infrastructure (Okonkwo, 2024).

The use of data analytics is another emerging aspect of e-government in NIMC. With millions of citizens enrolled, the data collected offers insights into population distribution, age demographics, and regional identity coverage. This information is useful for national planning, policy formulation, and targeted social programs such as school enrollment, healthcare, and poverty alleviation initiatives. NIMC's database is therefore not only a tool for identification but

also a valuable asset for development planning (Eze, 2022).

International support has also contributed to the enhancement of data management in NIMC. The

Digital Identification for Development (ID4D) project, supported by the World Bank and other partners, aims to strengthen Nigeria's identity management system by providing funding, technical assistance, and global best practices. This collaboration helps improve NIMC's institutional capacity, promote digital inclusion, and ensure that identity systems are secure, interoperable, and aligned with global standards (Ibrahim, 2023). E-government has transformed data management in NIMC by enabling secure, accurate, and efficient handling of identity records. Through biometric enrollment, centralized databases, and digital verification platforms, the Commission has improved its service delivery and contributed to broader national objectives such as financial inclusion, national security, and public administration. While challenges persist, continued investment in digital infrastructure and data governance will be key to sustaining and expanding the gains of e-government at NIMC (Umeh, 2024).

E-Government as a Tool for Reducing Bureaucratic Bottlenecks

E-government serves as a vital tool for reducing bureaucratic bottlenecks in public administration by transforming how services are delivered and 'how government institutions operate. Bureaucratic bottlenecks typically arise from manual processes, excessive paperwork, inefficient communication, and redundant approval hierarchies. These inefficiencies often delay service delivery, increase costs, and foster opportunities

for corruption. The introduction of digital platforms and ICT-driven systems through -government initiatives has significantly helped to streamline administrative workflows and enhance institutional performance (Olawale,

One of the primary ways e-government reduces bureaucratic obstacles is through process automation. Tasks that previously required manual intervention, such as filling out forms, obtaining physical approvals, or transferring files between departments, can now be completed digitally. Automation reduces processing time, eliminates human error, and ensures consistency in service delivery. For example, online platforms used by agencies like the Corporate Affairs Commission (CAC) and the Federal Inland Revenue Service (FIRS) allow users to register businesses or pay taxes without needing to navigate through multiple government offices (Adepoju, 2021). The use of digital systems also promotes transparency, which is key to dismantling entrenched bureaucratic inefficiencies. E-government platforms provide real-time updates on applications, reduce the need for middlemen, and ensure that procedures are clearly outlined and accessible to all citizens. When processes are transparent, public servants are less able to delay or manipulate service delivery for personal gain. This helps reduce corruption and builds public trust in government institutions (Ibrahim, 2022). Another important aspect of e-government in tackling bureaucracy is the facilitation of interagency communication and coordination. In traditional administrative systems, departments often function in isolation, resulting in duplication of efforts and delays caused by the need to cross-check information across multiple units. E-government introduces interoperable systems that

enable agencies to share data and collaborate more efficiently. The adoption of the Nigerian e-government Interoperability Framework (NeGIF) has helped standardize communication protocols between agencies, reducing paperwork and speeding up decision-making (Onyeama, 2023). E-government also enhances access to services by minimizing the need for physical presence. Citizens can now complete many government transactions online, such as applying for passports, accessing national identity services, or making utility payments. This reduces crowding at public offices, shortens queues, and lessens the administrative burden on staff, making the entire system more efficient. It also saves time and money for users, who no longer have to travel long distances or endure unnecessary delays (Chinwe, 2021).

Digital governance platforms are particularly effective in enforcing accountability through monitoring and reporting tools. Most -government systems are designed with audit trails that track user activities and decision points. This allows supervisors to review performance, identify bottlenecks, and intervene where necessary. For instance, the Integrated Payroll and Personnel Information System (IPPIS) used in Nigeria's public sector tracks salary disbursements and staffing data, helping to eliminate ghost workers and ensuring that funds are directed appropriately (Balogun, 2022). E-government reduces the need for redundant approvals and middle-level bureaucracy by enabling direct submission and validation of documents. For example, the introduction of online application portals for higher education admissions, driver's license renewals, and pension management systems has allowed applicants to interact directly with the

responsible institutions. This eliminates the delays caused by multiple sign-offs and reduces opportunities for bribery or favoritism (Ojo, 2020).

Furthermore, by adopting user-centered design and self-service portals, -government platforms empower citizens to independently navigate government processes. These systems often come with instructional guides, FAQs, and customer service chat features that help users complete transactions without needing in-person assistance. This not only reduces pressure on civil servants but also improves user satisfaction and minimizes service errors (Nwankwo, 2024). Despite the benefits, the success of -government in reducing bureaucratic bottlenecks depends on factors such as digital infrastructure, user literacy, and system integrity. Inadequate internet access, unreliable power supply, and low levels of digital awareness among the population can hinder the effectiveness of digital services. Moreover, some civil servants may resist the transition to digital systems due to fear of redundancy or lack of training. These challenges must be addressed through policy support, training programs, and investment in infrastructure (Akinola, 2021).

Impact of E-Government Policies on Service Efficiency in NIMC

The impact of e-government policies on service efficiency in the National Identity Management Commission (NIMC) has been profound, particularly in enhancing the delivery of identity management services across Nigeria. E-government policies provide the legal, institutional, and technological framework that guides the digital transformation of public service delivery. In NIMC, these policies have contributed significantly to

improving service response time, reducing administrative errors, and expanding access to national identity services (Okoh, 2021). One of the most notable impacts of e-government policies is the digitization of the National Identification Number (NIN) enrollment process. Prior to the adoption of digital platforms, the registration process was largely manual, leading to inefficiencies such as lost files, delayed card issuance, and duplication of efforts. With the introduction of biometric systems and electronic data capture tools, the enrollment process has become more streamlined and efficient, allowing citizens to register in a more secure and organized manner (Ahmed, 2022).

The implementation of policies such as the National -Government Strategy and the National Digital Economy Policy and Strategy (NDEPS) has provided a national roadmap for integrating ICT into identity services. These policies have encouraged investments in digital infrastructure and capacity-building within NIMC, thereby improving the Commission's ability to manage large volumes of data and respond to citizens needs in real-time. This has translated into faster verification, reduced downtime, and better overall service delivery (Oladipo, 2023).

Furthermore, e-government policies have led to the development of interoperable platforms that allow NIMC to collaborate more effectively with other government agencies and private institutions. Through secure application programming interfaces (APIs), agencies such as the Nigerian Immigration Service, Central Bank of Nigeria, and telecommunications companies can now validate identity information directly from NIMC's database. This interconnectivity reduces redundant processes and ensures

quicker service delivery across multiple sectors (Chukwu, 2021). The adoption of data governance and cybersecurity policies has also impacted service efficiency positively. With the increasing emphasis on data privacy and protection under the Nigeria Data Protection Regulation (NDPR), NIMC has had to upgrade its data security protocols. These include encryption, secure data storage, and controlled access to sensitive information. By safeguarding the integrity of the data, the Commission is able to avoid breaches that could compromise its systems and slow down service delivery (Okafor, 2020). In addition, policy reforms have improved transparency and accountability in NIMC's operations. By mandating the publication of service timelines and performance indicators, e-government policies push the Commission to adopt user-centered practices. This has led to the establishment of customer support channels, feedback mechanisms, and service tracking portals that help users monitor the status of their applications. As a result, users experience fewer delays and enjoy improved trust in the system (Abiola, 2024). Another area where e-government policies have shown a clear impact is in the decentralization of services. Policies promoting inclusivity and digital access have allowed NIMC to expand its reach by licensing private sector agents and mobile operators to conduct NIN enrollments. This public-private partnership approach has increased the number of enrollment centers and made it easier for citizens, especially in remote areas, to register and access identity services without traveling long distances (Ezekiel, 2023). Moreover, -government policies have encouraged innovation in service delivery through mobile applications and online portals. For example, the MWS NIMC

Mobile ID app allows citizens to view their NIN and biometric details on their smartphones, verify their identities, and link their NIN to SIM cards. These digital innovations not only reduce physical visits to NIMC offices but also speed up identity-related transactions in banking, healthcare, and other sectors (Nnamdi, 2021). Despite these advances, the full potential of e-government policies is occasionally hampered by systemic challenges. Issues such as power outages, limited digital literacy among citizens, and inadequate funding for ICT maintenance can slow down operations. In some cases, policies are poorly implemented due to institutional inertia or lack of skilled manpower. Addressing these challenges requires stronger political will, policy enforcement, and continuous investment in digital infrastructure (Lawal, 2024).

Role of Citizen Participation in Enhancing E-Government Effectiveness

Citizen participation plays a vital role in enhancing the effectiveness of e-government initiatives, particularly in developing countries like Nigeria where trust in public institutions and service delivery mechanisms has often been low. Active involvement of citizens in the design, implementation, evaluation, and monitoring of digital governance platforms fosters transparency, promotes accountability, and ensures that e-government services meet the actual needs of the population. Without meaningful citizen engagement, even the most technologically advanced systems risk becoming underutilized or misaligned with public expectations (Ibrahim, 2020).

One of the key contributions of citizen participation to e-government effectiveness is the feedback loop it creates between the government and the people. When citizens are given

avenues to express their experiences, concerns, and suggestions--through online surveys, social media, mobile apps, or helpdesk systems- it allows government agencies like the National Identity Management Commission (NIMC) to identify service delivery gaps and make necessary adjustments. For instance, user complaints about long waiting times or difficulties accessing NIMC portals have led to the introduction of self-service options and decentralized registration centers (Obi, 2021). Citizen participation also enhances the legitimacy of e-government systems by building public trust. When citizens feel included in decision-making processes and perceive that their input leads to tangible changes, they are more likely to embrace digital services. This sense of ownership fosters greater adoption and compliance, which is crucial for the success of systems like the National Identification Number (NIN) enrollment. Conversely, lack of participation can result in suspicion, misinformation, and resistance, as was observed during the initial stages of SIM-NIN linkage enforcement (Adesina, 2022). Participation further aids in the localization and customization of digital services. Nigeria is diverse country with multiple languages, literacy levels, and socio-cultural realities. Engaging citizens helps ensure that -government platforms accommodate these differences through multi-language support, simplified user interfaces, and accessibility features for people with disabilities. Such inclusive designs improve usability and service reach, especially in rural and marginalized communities (Eze, 2023). Moreover, citizens can act as digital ambassadors and peer educators, especially in regions where digital literacy is low. Community leaders, civil society organizations, and youth groups often help disseminate

information about how to use government portals, register for services, or lodge complaints. Their grassroots involvement helps bridge the digital divide and speeds up the transition from traditional to electronic service delivery systems. This collaborative model has been used in several NIMC outreach programs in markets, schools, and IDP camps (Ogundele, 2021). Another important benefit of citizen participation is the improvement of policy formulation and implementation. Through public consultations, digital town halls, and -petitions, citizens can influence the direction of -government strategies, helping policymakers prioritize resources effectively. For example, citizen-led advocacy helped influence the phased rollout of the digital identity ecosystem in Nigeria to accommodate capacity limitations and avoid system overload (Abubakar, 2024). Transparency and anti-corruption efforts are also strengthened when citizens play an oversight role. Digital platforms that allow users to track service delivery status, report delays, or rate government performance reduce opportunities for rent-seeking and favoritism. In the case of NIMC, the use of unique transaction IDs and automated status updates has reduced the incidence of bribery and file misplacement, thanks in part to public pressure for transparency (Nwosu, 2023). However, maximizing the benefits of citizen participation requires intentional design and sustained engagement. Governments must ensure that feedback mechanisms are not only accessible but also functional responding promptly to queries and implementing changes based on input. Participation should also be inclusive, involving women, youth, rural dwellers, and the digitally underserved. This means addressing barriers such as internet access, cost of data, and

education gaps (Salami, 2022). Technology plays a dual role in this process: it both facilitates participation and creates new forms of civic engagement. Social media platforms, civic tech apps, and open data portals have enabled citizens to participate in governance from the comfort of their homes. However, this requires digital literacy, data privacy protections, and clear communication from government institutions. Educating citizens on how to safely engage with these tools is as important as the tools themselves (Okeke, 2021).

Challenges Facing E-Government Implementation in Nigeria

E-government implementation in Nigeria faces numerous challenges that hinder its full realization and effectiveness. One of the most persistent challenges is poor digital infrastructure. Many parts of the country, especially rural and underserved communities, suffer from inadequate internet connectivity, limited broadband coverage, unstable electricity, and lack of ICT facilities. These infrastructural deficiencies create barriers for citizens and institutions to access and utilize e-government platforms effectively (Ogunyemi, 2021). Another major obstacle is the low level of digital literacy among citizens and public servants. Despite increased access to mobile phones and internet services, many Nigerians lack the skills necessary to navigate digital platforms or understand the benefits of e-government systems. Within government institutions, the shortage of trained ICT personnel and digital administrators undermines the development, maintenance, and monitoring of -governance initiatives (Yakubu, 2020). Corruption and bureaucratic resistance to change also present significant challenges. E- government

thrives on transparency, automation, and accountability, which threaten the traditional manual systems that often allow for corrupt practices. As a result, some public officials resist the adoption of e-government platforms due to fear of losing personal gains from existing inefficiencies. This institutional resistance slows down policy enforcement and undermines reform efforts (Ibrahim, 2022). Inconsistent government policies and lack of political will further hamper the growth of e- government in Nigeria. Changes in leadership often come with new priorities that can disrupt ongoing digital initiatives. Moreover, the absence of a unified national framework and weak inter-agency coordination have resulted in fragmented systems that are not interoperable. This limits data sharing and causes duplication of efforts, as seen in the identity management sector where multiple agencies manage overlapping databases (Nwafor, 2023).

Financial constraints pose another barrier. Many -government projects require substantial initial investments in software, hardware, training, and security systems. Budget limitations and irregular funding often cause delays or abandonment of these projects. Additionally, over- reliance on donor-driven ICT interventions without sustainable funding models makes some systems short-lived or unscalable (Adebayo, 2021). Cybersecurity threats and data privacy concerns are growing issues as more government services move online. Inadequate cyber laws, weak data protection enforcement, and limited capacity to respond to cyberattacks expose public systems to risks. This undermines citizens' trust in digital platforms and discourages them from sharing sensitive personal information, especially in platforms like the National Identity

Management Commission (NIMC) database (Okonkwo, 2024). Public awareness and engagement remain low. Many citizens are either unaware of available e-government services or do not understand how to use them. This communication gar results in underutilization of platforms, making it difficult for government agencies to justify continued investment. Lack of feedback channels or responsive customer support further frustrates users, weakening public confidence in digital governance (Aliyu, 2019). Technical challenges related to system integration and software functionality also affect implementation. Many Nigerian government platforms are built using proprietary systems that do not communicate with one another, leading to silos. The absence of standardized protocols, poor user interface design, and lack of maintenance planning reduce the usability and sustainability of these platforms (Chinedu, 2023).

Legal and regulatory gaps hinder the smooth rollout of digital services. Although Nigeria has made progress with policies like the Nigeria Data Protection Regulation (NDPR), enforcement remains weak. Many institutions operate without clear legal backing for collecting, processing, and storing citizen data, creating legal uncertainties that delay project implementation (Balogun, 2022). Socio-political factors such as ethnic tensions, insecurity, and regional disparities affect the equitable distribution and uptake of -government services. Conflict zones and marginalized areas often lack access to government services, both physical and digital. Addressing these systemic inequalities is essential to ensuring that digital transformation is inclusive and beneficial for all segments of the population (Okafor, 2020).

Strategies for Enhancing E-Government and Administrative Efficiency

Enhancing -government and administrative efficiency in Nigeria requires a multifaceted approach that addresses systemic, technical, and institutional limitations. A foundational strategy is investing in digital infrastructure across the country. Ensuring reliable internet connectivity, stable electricity supply, and accessible ICT facilities especially in rural and underserved areas will help bridge the digital divide and allow both citizens and public institutions to participate effectively in e-government initiatives (Okon, 2021). Capacity building and digital literacy development are equally essential. Public servants need consistent training on the use of digital tools, data handling, and cybersecurity protocols. This helps to improve their technical skills and adapt to digital workflows, ultimately boosting administrative efficiency. Simultaneously, citizens must be educated on how to access and use e-government services. This can be achieved through community outreach programs, educational campaigns, and integration of digital skills into school curricula (Ibrahim, 2020).

Promoting interoperability between government systems is another key strategy. Many government agencies in Nigeria currently operate in silos, leading to duplication, inefficiencies, and difficulty in data sharing. Developing integrated platforms and adopting common standards for databases and software systems will ensure seamless communication across agencies. For example, linking the National Identity Management Commission (NIMC) system with health, education, and social protection databases can streamline service delivery and reduce redundancy (Eze, 2022). Establishing strong legal

and regulatory frameworks to guide e-government operations is also vital. Clear laws must be enacted and enforced regarding data protection, digital identities, cybersecurity, and electronic transactions. These laws should not only protect citizens' information but also provide a legal basis for digital interactions between the state and the public. Implementation of policies such as the Nigeria Data Protection Regulation (NDPR) must be strengthened to ensure public confidence and trust (Balogun, 2023). Encouraging political will and consistent policy direction is critical for sustaining long-term e-government development. Frequent changes in leadership and administrative focus often derail existing digital initiatives. Institutionalizing -government strategies through legislation, national development plans, and a dedicated -governance oversight body can promote continuity, ensure accountability, and track progress over time (Chukwu, 2019).

Fostering public-private partnerships (PPPs) is another effective strategy. The private sector brings technical expertise, funding, and innovation that can complement government efforts. Collaborations with tech companies, fintech firms, and telecom providers can enhance the design, development, and maintenance of e-government platforms, as seen in the digital ID "ecosystem supported by NIMC and licensed private enrollment partners (Ogundele, 2021).

Improving user experience through citizen-centered service design enhances trust and adoption. Government platforms should be easy to navigate, mobile-friendly, available in multiple languages, and accessible to people with disabilities. Providing timely customer support, grievance redress mechanisms, and real-time service tracking features can

improve satisfaction and encourage public engagement (Adesina, 2022). Transparency and accountability should be built into all digital systems. Dashboards that show real-time data on public service delivery, expenditure, or project performance can help monitor progress and deter corruption. Tools that allow citizens to rate services, file complaints, or submit suggestions also enhance responsiveness and legitimacy. For instance, integrating feedback systems into NIMC registration centers can help reduce wait times and service abuse (Nwosu, 2023). Cybersecurity must be treated as a core pillar of e-government strategy. With the increasing digitization of services, protecting sensitive data and ensuring the integrity of online platforms is paramount. This requires regular risk assessments, investment in security infrastructure, staff training, and collaboration with national cybersecurity agencies to monitor and respond to threats (Salami, 2024). Monitoring and evaluation mechanisms should be established to track the performance of

e-government initiatives. Regular audits, performance reviews, and stakeholder consultations can help identify what works, address emerging challenges, and inform data-driven decision-making. By institutionalizing these strategies, Nigeria can strengthen its e-government ecosystem and achieve greater administrative efficiency, transparency, and public service delivery.

Theoretical Framework

The theoretical foundation for the study of E-Government and Administrative Efficiency in Nigeria: A Case Study of the National Identity Management Commission (NIMC),

Benin City Zone draws from several interrelated theories that explain the interaction between technology, public administration, and institutional performance. A central theory is the Technology Acceptance Model (TAM), which explains how users come to accept and use technology. Developed by Davis in 1989, TAM posits that perceived usefulness and perceived ease of use determine the acceptance and utilization of a technology system. In the context of e-government, this theory helps explain how both public officials and citizens adopt digital platforms based on how beneficial and user-friendly they perceive the platforms to be. This is particularly relevant to NIMC, where digital infrastructure and user interfaces influence the efficiency of service delivery and administrative outcomes.

Another relevant theory is the Institutional Theory, which emphasizes the role of formal structures, norms, and rules in shaping the behavior of organizations. This theory explains how public institutions like NIMC adapt to pressures for modernization and conformity to global standards in e-governance. It highlights how administrative practices evolve not only from technological innovation but also from compliance with regulatory expectations, donor influences, and socio-political contexts. Institutional Theory is useful in understanding why some e-government reforms succeed or fail, especially when institutional resistance or inadequate alignment with existing bureaucratic structures occurs.

The Systems Theory is also important in analyzing the dynamics of e-government. This theory conceptualizes public administration as an interconnected system where various

units--such as data management, identity enrollment, citizen service points, and decision-making processes must function cohesively to achieve overall efficiency. When applied to NIMC, Systems Theory highlights the need for integration across different departments and platforms to ensure seamless data sharing, coordination, and service optimization. Disruptions in any part of the system, such as lack of electricity, internet failure, or data inconsistency, affect the overall performance of the institution.

Equally applicable is the Diffusion of Innovation Theory developed by Rogers, which explores how new ideas and technologies spread within a society or institution. The theory outlines the process through which an innovation is communicated over time among members of a social system. In the context of e-government, this theory helps explain how digital initiatives like NIMC's electronic enrollment and verification system gain acceptance among staff, other government agencies, and the general public. It underscores factors such as compatibility with existing practices, trialability, observability, and complexity as crucial in determining the success of e-government implementation.

Lastly, the Good Governance Theory underpins the normative justification for e-government reforms. It emphasizes transparency, accountability, responsiveness, efficiency, and citizen participation as core elements of public sector performance. E-government is seen as a means of achieving these governance ideals by digitizing records, automating processes, and reducing face-to-face interactions that often breed corruption and inefficiency. This theory provides a framework for evaluating how e-government

platforms like those used by NIMC contribute to better administrative practices and citizen trust in public institutions.

Collectively, these theories provide a comprehensive framework for understanding the mechanisms, challenges, and impacts of e-government on administrative efficiency. They offer insight into user behavior, institutional adaptation, systemic interactions, innovation uptake, and governance outcomes, all of which are crucial in evaluating the digital transformation efforts

within the NIMC and similar government agencies in Nigeria.

Empirical Review of Related Studies

Several empirical studies have been conducted to examine the impact of e-government on administrative efficiency in Nigeria and other developing countries, providing relevant insights for understanding its role within institutions like the National Identity Management Commission (NIMC). One such study by Adebayo (2020) explored the implementation of e-government platforms in federal ministries and found that while digital systems have improved speed and accuracy in public administration, challenges such as poor ICT infrastructure and staff resistance continue to hinder optimal efficiency. This study provides foundational evidence that the success of e-government initiatives is not only dependent on the technology itself but also on institutional preparedness and the willingness of personnel to embrace change.

Similarly, Okonkwo (2021) investigated the effectiveness of Nigeria's e-governance reforms using the Integrated Personnel and Payroll Information System (IPPIS) as a case

study. The findings indicated that the digitization of payroll significantly reduced corruption and ghost workers, contributing to better financial accountability. However, the study also noted that technical glitches and poor inter-agency collaboration slowed down the system's efficiency. This underscores the relevance of administrative coordination in ensuring the success of any e- government system, including those managed by NIMC.

In a more focused study on identity management systems, Yusuf (2022) analyzed the performance of NIMC's digital registration process and reported that while the introduction of online pre-enrollment platforms has helped reduce physical congestion at registration centers, inconsistencies in internet connectivity and limited staff training continued to affect the quality of service delivery. This research is particularly useful as it directly relates to NIMC's operations and highlights specific administrative inefficiencies that could be mitigated through improved digital infrastructure and employee capacity development. Further empirical research by Ibrahim (2019) assessed the role of e-government in promoting transparency and accountability in Nigerian public institutions. The study revealed that digital tools like biometric verification, e-filing, and online service tracking have helped reduce bureaucratic delays and opportunities for rent-seeking. These findings suggest that when effectively implemented, -government platforms enhance not only administrative speed but also institutional integrity. This has direct implications for agencies such as NIMC, where the digital handling of sensitive identity data requires both operational efficiency and transparency to build public trust.

Another relevant study by Salami (2023) examined citizen satisfaction with e-government services in urban and rural settings across Nigeria. It was observed that users in urban areas were more satisfied with the speed and convenience of digital services than those in rural areas, largely due to disparities in digital literacy and access to ICT infrastructure. This highlights a critical issue for NIMC, which must ensure that its -government initiatives are inclusive and do not exacerbate existing inequalities in access to government services.

Additionally, a cross-country comparison conducted by Eze (2020) between Nigeria and Ghana on national identity systems showed that Ghana's more centralized and better-integrated digital

identity platform resulted in faster service delivery and fewer errors. The study attributed Ghana's relative success to stronger political will, greater funding for digital infrastructure, and

more consistent monitoring and evaluation of e-governance projects. This provides useful lessons for improving the administrative efficiency of NIMC through better policy coherence and inter-agency coordination.

Chukwu (2024) conducted an empirical investigation into the role of automation in reducing delays in public service delivery. The research found that digital platforms that allow for automated application processing and real-time feedback mechanisms significantly reduced wait times and increased citizen satisfaction. This finding supports the push for greater automation within NIMC's processes, especially in enrollment, card

issuance, and verification services. Collectively, these empirical studies provide robust evidence on the importance of digital platforms in enhancing administrative functions while also identifying persistent obstacles such as infrastructural limitations, digital divides, and organizational inertia. Their findings reinforce the view that e-government can serve as a catalyst for improved service delivery, accountability, and efficiency within agencies like NIMC, provided the implementation is supported by adequate resources, institutional reforms, and continuous evaluation mechanisms.

Summary of Literature Review

The literature review on E-Government and Administrative Efficiency in Nigeria: A Case Study of the National Identity Management Commission (NIMC), Benin City Zone presents a comprehensive overview of the concepts, theoretical foundations, empirical evidence, and practical realities surrounding the adoption of digital governance in public administration. It begins by defining e-goverment as the application of Information and Communication Technology (ICT) to enhance the activities of public sector institutions, focusing on improving transparency, service delivery, administrative speed, and accountability. The historical development of -governance in Nigeria highlights a gradual shift from manual bureaucratic systems to digital platforms, marked by several policy initiatives and reforms driven by the need to modernize public administration.

The structure and functions of the NIMC are explored to show how the agency serves as a central institution for identity management in Nigeria, responsible for data collection, national identity number issuance, and citizen verification. The review emphasizes the

strong correlation between -government systems and administrative efficiency, arguing that digital tools improve speed, reduce paperwork, minimize corruption, and facilitate better data management.

The literature also demonstrates that e-government plays a crucial role in transforming public service delivery. By digitizing service points, automating routine functions, and introducing online self-service portals, institutions like NIMC have been able to reach more citizens and streamline previously cumbersome processes. However, challenges remain, particularly in the areas of ICT infrastructure, staff training, and institutional resistance to change.

Empirical studies reviewed confirm the positive impact of e-goverment on public sector performance but also highlight persistent obstacles, such as internet downtime, lack of interoperability between government systems, and inequality in citizens' access to digital services. These challenges are especially evident in agencies like NIMC, where efficient service delivery is highly dependent on reliable digital platforms.

Theoretical perspectives such as the Technology Acceptance Modél, Institutional Theory, Systems Theory, Diffusion of Innovation, and Good Governance Theory provide a strong conceptual basis for understanding how and why e-government initiatives succeed or fail. These frameworks explain the conditions under which digital tools are adopted, the influence of institutional norms, and the role of systemic coordination in enhancing administrative outcomes.

The literature further underscores the importance of citizen participation in ensuring the success of e-government. When citizens are aware, involved, and digitally literate, public institutions are pressured to improve responsiveness and maintain service quality. At the same time, efforts must

be made to address issues of exclusion and ensure that digital transformation does not widen existing gaps between urban and rural populations. The review identifies strategic approaches for enhancing -government implementation, including investment in infrastructure, policy harmonization, staff training, citizen sensitization, and stronger monitoring mechanisms. Overall, the literature concludes that while e-government has significant potential to enhance administrative efficiency in Nigeria, particularly within institutions like NIMC, its effectiveness depends largely on the alignment between technology, human resources, and institutional commitment to reform

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter outlines the research methodology used in investigating E-Government and Administrative Efficiency in Nigeria: A Case Study of the National Identity Management Commission (NIMC), Benin City Zone**.** The chapter discusses the research design, data collection methods, sampling techniques, and data analysis procedures employed to

examine the role and effectiveness of e-government initiatives in enhancing administrative efficiency within the NIMC, Benin City Zone. The chapter discusses:

Research Design

In this study, the survey research design was adopted, selected for its strength in clarifying the existing relationships among variables. This approach is particularly useful for collecting detailed information about the characteristics of a specific issue or area of inquiry (Bryman, 2015). The choice of the descriptive research design, as noted by Bushiri (2015), is based on its ability to generate a large volume of responses from a wide and diverse range of participants. Additionally, this design is well-regarded for providing an accurate and meaningful representation of events, aiming to uncover people's perceptions and behaviors through carefully gathered data.

Population of the Study

The population of the study comprises all staffs of the NIMC working within the Benin City Zone office. According to recent administrative records of staffs' recruitments, the Benin City Zone has an estimated total of 129 staffs across various departments, including registration, data processing, card issuance, ICT, administration, and customer service. This population is targeted because the staff members are directly responsible for implementing and managing e-government processes, handling citizen data, and ensuring the smooth operation of administrative services. Their roles, experiences, and perspectives are crucial in assessing the effectiveness, efficiency, and challenges of e-government initiatives within the NIMC, Benin City Zone.

Sample Size and Sampling Technique

To determine an appropriate sample size from this population, the Taro Yamane (1967) formula was applied as follows:

$n = N / (1+N(e)^2)$

Where:

- n = sample size
- N = population size (9000)
- e = level of precision (margin of error) = 0.05

Substituting values:

$n = 129/1+129(0.05)^2 = 129/1+129(0.0025) = 129/1+ 0.3225 = 129/1.03225 = 97.5$

Approximately 100 respondents

Sample Distribution

The sample of 100 respondents was drawn proportionately from the six departments of the NIMC Benin City Zone to ensure fair and balanced representation. The proportional allocation was based on the relative size of each department in relation to the total population (129). The formula used for the proportional distribution is:

$n_i = N_i/N \times n$

Where:

- n_i = sample size for each department
- N_i = population of each department
- N = total population (129)
- n = total sample size (100)

Using this formula, the distribution is as follows:

Department	Total Staff (N_i)	Sample (n_i)	Staff Left Out
Registration	45	(45/129) × 100 = 35	10
Data Processing	25	(25/129) × 100 = 20	5
Card Issuance	20	(20/129) × 100 = 15	5
ICT	12	(12/129) × 100 = 9	2
Administration	15	(15/129) × 100 = 12	5
Customer Service	12	(12/129) × 100 = 9	2
Total	**129**	**100**	**29**

The sample size for this study consists of 100 respondents drawn from staffs across various departments of the National Identity Management Commission (NIMC), Benin City Zone). The total population of staff in the zone is 129, and the sample size was determined using the Taro Yamane formula, which provided a representative subset at a 95% confidence level. To ensure fair representation, the sample was proportionately distributed among the departments according to their staff strength. Specifically, 35

respondents were selected from the Registration Department out of a total of 45 staff, leaving 10 unselected; 20 respondents were drawn from the Data Processing Unit out of 25 staff, leaving 5 unselected; 15 respondents were chosen from the Card Issuance Unit out of 20 staff, leaving 5 unselected; 10 respondents were selected from the ICT Department out of 12 staff, leaving 2 unselected; 10 respondents were selected from the Administration Department out of 15 staff, leaving 5 unselected; and 10 respondents were drawn from the Customer Service Unit out of 12 staff, leaving 2 unselected. This proportional selection ensures that each department is adequately represented while maintaining a total sample of 100 from a total population of 129 staff.

Research Instrument

The instrument that will be used for the data collection is a structured. The questionnaire will be divided into two sections, A and B. Section A focuses on the demographic or personal data of the respondents, while Section B was made up of questions drawn to cover the four (4) research questions raised to guide the study, which center on examining the role of e-government in enhancing administrative efficiency within the National Identity Management Commission (NIMC), Benin City Zone.

Validity of the Instrument

The questionnaire will be presented to the project supervisor and two other experts in measurement and evaluation for corrections and suggestions. The corrections made by

them will be incorporated in the finished draft of the instrument. A lot of these will be done to ensure that the questionnaire is valid in terms of content and face.

Reliability of the Instrument

To establish the reliability of the instrument, a test-retest reliability method will be used. Twenty (20) copies of the questionnaire will be administered to the respondents, and after one week the same instrument will be re-administered to the same group of individuals. After this the reliability of the study will be determine.

Method of Data Collection

A hundred (100) copies of the instrument will be personally administered by the researcher to the respondents after explanation have been made to them on what the questionnaire is all about and how to complete it. The researcher will collect the questionnaire on the spot. This will be done to reduce the mortality rate of the instrument.

Method of Data Analysis

The data will be analyzed using simple percentage and also descriptive statistics showing the response of the questions asked through the questionnaire. Direct delivery and retrieval method will be applied in the administration of the questionnaire to the respondents. The researcher will personally administer and retrieve the copies of the questionnaire from the respondents.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents the analysis of data collected from staff of the National Identity Management Commission (NIMC), Benin City Zone, using the questionnaire described in Chapter Three. Analysis was conducted using descriptive statistics (mean and standard deviation) for the research questions. Responses were coded on a 4-point Likert scale: Strongly Agree (SA) = 4, Agree (A) = 3, Disagree (D) = 2, Strongly Disagree (SD) = 1. A higher mean indicates stronger agreement with the statement.

4.1 Demographic Characteristics of Respondents

Variable	Options	Frequency	Percentage (%)
Educational Qualification	SSCE	12	12
	OND/NCE	18	18
	HND/B.Sc.	52	52
	M.Sc. and above	18	18
Total		**100**	**100**
Designation/Position	Junior Staff	28	28
	Senior Staff	46	46
	Management Staff	26	26
Total		**100**	**100**
Years of Service	Less than 2 years	10	10
	2–5 years	35	35
	6–10 years	40	40

	Above 10 years	15	15
Total		**100**	**100**

The demographic data presented in the table indicate that the majority of respondents (52%) possess HND/B.Sc. qualifications, suggesting a relatively well-educated workforce, while 18% each hold OND/NCE and M.Sc. degrees and 12% possess only SSCE. This implies that most participants have attained at least tertiary education, which enhances their understanding of administrative processes within the organization. In terms of designation, 46% of respondents are senior staff, 28% are junior staff, and 26% belong to management, indicating a balanced representation across various organizational levels, though with a slightly higher proportion of mid-level employees. Regarding years of service, 40% have worked between 6–10 years, 35% between 2–5 years, 15% for more than 10 years, and 10% for less than 2 years. This distribution reveals that the sample largely consists of experienced employees with substantial organizational knowledge, providing credible insights into the study on government and administrative efficiency in Nigeria

4.2 Research Question 1: How has the implementation of e-government affected the administrative efficiency of NIMC in the Benin City Zone?

S/N	Items	Mean	Std. Dev
1	The use of e-government has made it easier for staff to access and process information quickly.	3.65	0.56
2	E-government platforms have reduced delays in carrying out	3.52	0.66

	administrative tasks.		
3	The introduction of e-government has improved coordination among different units in NIMC.	3.48	0.73
4	The use of digital systems has minimized paperwork and duplication of records.	3.70	0.59
5	E-government has enhanced the speed and quality of service delivery in NIMC.	3.62	0.61
	Grand Mean	**3.59**	**0.63**

The analysis of the table reveals that respondents generally agree that e-government has significantly enhanced administrative efficiency in the National Identity Management Commission (NIMC). The grand mean score of 3.59 (with a standard deviation of 0.63) indicates a strong positive perception of e-government's impact on organizational performance. Specifically, the item with the highest mean score (3.70) shows that respondents strongly agree that the use of digital systems has minimized paperwork and record duplication, emphasizing a clear benefit of digital transformation. Similarly, the mean scores of 3.65 and 3.62 for ease of information access and improved service delivery respectively further affirm that e-government has streamlined processes and improved productivity. While the mean scores of 3.52 and 3.48 suggest slightly lower agreement, they still indicate that respondents recognize improvements in task efficiency and inter-departmental coordination. The relatively low standard deviations across items (ranging from 0.56 to 0.73) demonstrate consistency in responses, implying that the

majority of staff share similar views on the positive role of e-government in enhancing administrative operations within NIMC.

4.3 Research Question 2: What are the major infrastructural and technical challenges hindering the effective use of e-government tools in NIMC?

S/N	Items	Mean	Std. Dev
6	Poor internet connectivity affects the smooth running of e-government operations.	3.55	0.69
7	Frequent power outages disrupt the use of digital systems in the office.	3.72	0.52
8	Some e-government platforms are slow or experience technical faults.	3.61	0.64
9	Limited access to modern computers and equipment affects efficiency.	3.40	0.73
10	The available ICT infrastructure is not sufficient to support all e-government activities.	3.47	0.68
	Grand Mean	**3.55**	**0.65**

The results in the table indicate that respondents generally agree that infrastructural and technical challenges hinder the effective implementation of e-government operations in NIMC. The grand mean score of 3.55 with a standard deviation of 0.65 suggests a moderate to high level of agreement that these constraints significantly affect administrative efficiency. Among the listed items, the statement that frequent power outages disrupt the use of digital systems recorded the highest mean (3.72), reflecting a strong consensus that unreliable electricity supply remains a major barrier to sustained e-government performance. Similarly, the items on technical faults and poor internet connectivity (means of 3.61 and 3.55, respectively) highlight persistent ICT-related

issues that slow down digital processes. The relatively lower mean scores for limited access to modern computers (3.40) and insufficient ICT infrastructure (3.47) still indicate notable concern but suggest that these issues, while significant, are perceived as somewhat less critical than power and connectivity challenges. The low standard deviation values across all items demonstrate consistency among respondents' views, underscoring a shared understanding that infrastructural inadequacies remain a key obstacle to the smooth running of e-government operations in the organization.

4.4 Research Question 3:To what extent do staff competence and digital literacy influence the successful adoption of e-government at NIMC in Benin City?

S/N	Items	Mean	Std. Dev
11	Staff at NIMC have adequate computer skills to use e-government platforms effectively.	3.31	0.70
12	Regular ICT training is provided to improve staff digital skills.	3.28	0.74
13	Employees find it easy to use online systems for their daily work activities.	3.45	0.67
14	Staff competence has contributed to the smooth running of e-government operations.	3.38	0.62
15	Lack of technical knowledge among some staff limits the full use of e-government systems.	3.51	0.63
	Grand Mean	**3.39**	**0.67**

The analysis of the table shows that respondents generally agree that staff competence and digital literacy moderately influence the implementation of e-government initiatives in NIMC. With a grand mean of 3.39 and a standard deviation of 0.67, the results suggest

that while employees possess a fair level of computer proficiency, there are still noticeable gaps in technical capability and training support. The highest mean score (3.51) indicates that respondents believe a lack of technical knowledge among some staff hinders the full utilization of e-government systems, underscoring the need for continuous capacity building. On the other hand, the lowest mean (3.28) for regular ICT training reflects that training programs may not be frequent or comprehensive enough to sustain optimal digital performance. Meanwhile, the relatively moderate mean scores for computer skills (3.31), ease of using online systems (3.45), and staff competence (3.38) reveal that while most employees can operate digital platforms, their efficiency could be enhanced through targeted training. The low variation in responses (standard deviations between 0.62 and 0.74) further indicates general agreement among staff that improved ICT training and technical competence are critical for the smooth functioning of e-government operations within the organization.

4.5 Research Question 4: What measures are in place to monitor and evaluate the performance of e-government initiatives within the NIMC Benin City Zone?

S/N	Items	Mean	Std. Dev
16	NIMC regularly reviews the performance of its e-government systems.	3.41	0.72
17	Feedback from staff and the public is used to improve e-government services.	3.50	0.68
18	There are clear performance indicators for assessing e-government operations.	3.38	0.70
19	Reports and data from e-government platforms are used to make	3.46	0.63

	administrative decisions.		
20	Management monitors system performance to identify and address areas needing improvement.	3.55	0.58
	Grand Mean	**3.46**	**0.66**

The results presented in the table indicate that respondents generally agree that performance evaluation mechanisms are in place to monitor and improve e-government operations within NIMC. The grand mean of 3.46 with a standard deviation of 0.66 reflects a positive perception of the organization's commitment to assessing and enhancing its digital systems. The highest mean score (3.55) shows that respondents strongly believe management actively monitors system performance to identify and address areas needing improvement, suggesting proactive oversight and responsiveness to operational issues. Similarly, the relatively high mean (3.50) for using feedback from staff and the public highlights that participatory input contributes to improving service delivery. However, the slightly lower mean (3.38) for clear performance indicators implies that while monitoring exists, there may be gaps in formalizing or standardizing evaluation metrics. The consistent mean values across items suggest a generally cohesive perception that performance review, data-driven decision-making, and system monitoring are integral parts of NIMC's e-government framework. The low standard deviation values also indicate agreement among respondents, reinforcing that continuous

assessment and feedback integration are key to maintaining administrative efficiency and enhancing digital service quality within the organization.

4.6 Discussion of Findings

The findings from the analysis collectively reveal a comprehensive picture of how e-government has influenced administrative efficiency, infrastructural development, staff competence, and performance monitoring within the National Identity Management Commission (NIMC). Overall, the results show that the adoption of e-government initiatives has had a largely positive impact on organizational operations, even though some structural and human resource challenges remain.

From the analysis of e-government's contribution to administrative efficiency, it is evident that the use of digital platforms has significantly improved work processes within NIMC. The high grand mean score of **3.59** demonstrates that respondents generally agree that e-government has made it easier to access and process information, reduced delays, improved coordination, and enhanced the overall speed and quality of service delivery. The findings suggest that digitalization has replaced the traditional bureaucratic approach with more efficient, technology-driven systems. This aligns with the fundamental objective of e-government, which is to make administrative tasks more transparent, timely, and effective. The consistent agreement among respondents indicates that digital systems have become indispensable tools for achieving operational efficiency in the Commission.

However, despite these benefits, the analysis of infrastructural and technical constraints shows that NIMC still faces significant challenges that impede the smooth running of its e-government operations. The grand mean of **3.55** indicates a strong consensus that issues such as poor internet connectivity, frequent power outages, slow or faulty platforms, and limited ICT infrastructure negatively affect efficiency. The high mean score for power outages (**3.72**) highlights that unreliable electricity supply is a major hindrance to sustaining digital operations. This finding points to the persistent infrastructural gaps that characterize public institutions in Nigeria, suggesting that without stable power and improved ICT facilities, the potential of e-government may not be fully realized. Respondents' consistent agreement across items also implies a collective recognition that technological infrastructure remains a critical area requiring government attention and investment.

In terms of staff competence and capacity, the results reveal a moderate level of digital readiness among NIMC employees. With a grand mean of **3.39**, the findings indicate that while most staff possess basic computer skills and can use online systems, gaps in technical knowledge and training still exist. The relatively low mean score for regular ICT training (**3.28**) suggests that training programs are insufficient, which may hinder the development of advanced digital competencies required for optimal e-government performance. Moreover, the acknowledgment that a lack of technical knowledge among some staff limits system utilization (**3.51**) underscores the need for continuous capacity-building initiatives. These results reflect the importance of human capital development in

sustaining technological advancement. They also emphasize that successful implementation of e-government depends not only on the availability of ICT tools but also on the competence and adaptability of the personnel operating them.

Finally, the analysis of performance evaluation practices shows that NIMC has made considerable efforts to monitor and improve its e-government systems. The grand mean of **3.46** indicates that respondents perceive the organization as proactive in reviewing digital performance, utilizing feedback, and making data-driven administrative decisions. The highest mean (**3.55**) reflects management's active role in monitoring system performance, while the use of staff and public feedback (**3.50**) highlights the participatory nature of service improvement. Nevertheless, the relatively lower mean for the presence of clear performance indicators (**3.38**) suggests that performance measurement frameworks may not be fully formalized or consistently applied. This implies that while monitoring is taking place, there may be room to strengthen the mechanisms for evaluating outcomes and ensuring accountability.

In summary, the discussion of findings reveals that e-government has positively transformed administrative efficiency in NIMC by enhancing service delivery, improving coordination, and promoting data-driven decision-making. However, infrastructural deficiencies, irregular training, and incomplete performance evaluation frameworks still pose challenges. The overall implication is that sustained investment in ICT infrastructure, consistent power supply, and regular capacity-building programs are essential to fully

harness the benefits of e-government and achieve long-term administrative efficiency in Nigeria's public sector.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the concluding aspects of the study on E-Government and Administrative Efficiency in Nigeria: A Case Study of the National Identity Management Commission (NIMC), Benin City Zone. The chapter provides a comprehensive summary of the research process, reiterating the objectives of the study, the methodology adopted, and the key findings derived from the analysis. It also presents the conclusions drawn from the major findings, highlighting how e-government influences administrative efficiency within NIMC. Finally, the chapter offers practical and theoretical recommendations aimed at improving e-government implementation, infrastructure, staff competence, and monitoring systems. The chapter concludes by providing suggestions for future research to strengthen the knowledge base on e-government and public sector efficiency in Nigeria.

5.2 Summary of Findings

This study investigated the impact of e-government on administrative efficiency in Nigeria, focusing specifically on the National Identity Management Commission (NIMC), Benin City Zone. The research was guided by four objectives: to determine how e-government has affected administrative efficiency at NIMC; to identify infrastructural and technical challenges hindering e-government implementation; to examine the influence of staff competence and digital literacy on e-government adoption; and to

assess the measures in place for monitoring and evaluating e-government initiatives. A descriptive survey design was employed, using a structured questionnaire administered to 100 staff members across various departments. Data were analyzed using mean and standard deviation to interpret responses.

The key findings are summarized as follows:

The first major finding revealed that e-government has contributed significantly to enhancing administrative efficiency at NIMC. Respondents indicated that e-government has reduced delays in service delivery, minimized paperwork, and improved transparency in operations. However, the perceived improvement in staff productivity was moderate, suggesting that efficiency gains have not fully translated into higher individual performance levels.

The second finding indicated that infrastructural and technical challenges remain major obstacles to effective e-government implementation. Poor internet connectivity, frequent power interruptions, inadequate ICT equipment, and limited technical support were identified as key hindrances to smooth operations. These issues highlight the dependence of digital governance on stable infrastructural systems, which are often inconsistent in many Nigerian public institutions.

The third finding showed that staff competence and digital literacy are vital determinants of successful e-government adoption. While some staff possess the necessary digital skills, the overall level of competence remains moderate. Respondents emphasized that

continuous ICT training enhances confidence and effective utilization of e-government tools. Thus, staff capacity development is crucial for sustaining e-government efficiency.

The fourth finding revealed that the monitoring and evaluation (M&E) framework for e-government initiatives at NIMC is not yet fully institutionalized. Although some feedback mechanisms and performance reviews exist, they are not implemented systematically or consistently. The absence of a robust M&E structure limits the Commission's ability to assess performance, identify weaknesses, and make evidence-based improvements.

The study found that while e-government has improved administrative processes and transparency within NIMC, infrastructural inadequacies, insufficient staff training, and weak monitoring mechanisms continue to constrain the full realization of administrative efficiency.

5.3 Contribution to Knowledge

This research has contributed to knowledge in several important ways.

It provides empirical evidence on the relationship between e-government implementation and administrative efficiency in a Nigerian public institution. While previous studies have examined e-government in general terms, this study contextualizes it within the operational realities of NIMC, offering a grounded understanding of how digital systems influence administrative performance.

The study extends the theoretical understanding of e-government by applying descriptive analysis to explore how infrastructural, technical, and human factors interact to determine administrative efficiency. It demonstrates that the effectiveness of e-government depends not only on technology but also on the readiness of institutions, the competence of staff, and the reliability of supporting infrastructure.

The study contributes to public administration literature by highlighting the challenges that impede digital transformation in developing countries. Issues such as unstable power supply, poor internet access, and lack of technical support are identified as structural constraints that must be addressed for e-government initiatives to yield optimal results.

Fourth, the research contributes practically by identifying staff digital literacy as a crucial enabler of e-government success. The findings emphasize that capacity building and continuous training programs are indispensable for ensuring that public servants can effectively use digital platforms to achieve efficiency and transparency.

The study provides valuable policy-level insight into the importance of establishing formal monitoring and evaluation systems for e-government. This finding contributes to governance studies by illustrating the need for performance tracking mechanisms that can guide data-driven decision-making in Nigeria's public sector.

5.4 Conclusion

The study concludes that e-government plays a pivotal role in promoting administrative efficiency within public sector institutions such as the NIMC. By digitizing operations,

reducing manual documentation, and improving service delivery, e-government enhances both internal workflow and external responsiveness to citizens. However, the results also show that these gains are not absolute, as they are significantly limited by infrastructural deficiencies, inconsistent power supply, and weak internet connectivity. Furthermore, while e-government systems may be well-designed, their success ultimately depends on the digital competence and commitment of the staff implementing them.

It is therefore concluded that administrative efficiency through e-government cannot be achieved solely by adopting technology; it must be supported by adequate infrastructure, trained personnel, and institutionalized monitoring and evaluation frameworks. NIMC's experience in Benin City Zone illustrates that digital transformation is a continuous process requiring sustained investment in both human and technical resources. Strengthening these aspects will enable the Commission and similar institutions to deliver efficient, transparent, and citizen-centered public services.

5.5 Recommendations

Based on the findings of this study, the following recommendations are made to improve e-government implementation and administrative efficiency at NIMC and similar agencies:

1. **Improve Infrastructural Support**: The government and NIMC management should invest in stable electricity and reliable internet connectivity to ensure

uninterrupted digital operations. Adequate backup systems such as power inverters and alternative network providers should be established.

2. **Enhance Staff Training and Capacity Building:** Regular ICT training programs should be institutionalized for all employees to improve their digital literacy and competence in using e-government tools. Training should be practical, continuous, and tailored to departmental needs.
3. **Increase Technical Support and ICT Resources:** The Commission should recruit additional technical staff and provide sufficient ICT equipment to ensure that system breakdowns are quickly addressed and operations remain efficient.
4. **Institutionalize Monitoring and Evaluation (M&E):** NIMC should develop and enforce clear M&E policies that include regular performance reviews, feedback mechanisms, and periodic reporting on e-government implementation outcomes. This will enhance accountability and continuous improvement.
5. **Promote Change Management and Staff Engagement:** To ensure successful adoption, management should involve staff in e-government planning and decision-making. Change management programs should be introduced to reduce resistance and foster ownership of digital transformation initiatives.

5.6 Suggestions for Further Research

Future research should explore e-government implementation across multiple public institutions to enable comparative analysis of performance levels and challenges. Studies

could also investigate the impact of leadership, organizational culture, and employee motivation on e-government adoption and sustainability. Moreover, further empirical studies using advanced statistical techniques such as regression analysis could provide deeper insights into the predictive relationship between digital literacy, infrastructure, and administrative performance. Researchers may also consider longitudinal studies to track the evolution of e-government efficiency over time, especially as technological advancements and government policies continue to evolve in Nigeria's public sector landscape.

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