

# **Transparency and Accountability in Public Service Delivery: Leveraging E-Administration in the Post-COVID-19 Era in the Federal Civil Service of Nigeria.**

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## **Abstract**

Nigeria's traditional public service delivery system has numerous obstacles that prevent accountability and openness. Among these difficulties are manual record-keeping, corruption, bureaucratic red tape, and a lack of rapid information availability. This system was however transformed to some extent following the adoption of e-administration orchestrated by the COVID-19 pandemic era. This paper is an investigation of the impact of e-administration on transparency and accountability in Nigeria's Federal Civil Service in the post-COVID-19 era. The paper adopted a survey design, incorporating primary data collection and Focus Group Discussions (FGDs) as key methodology. FGDs, organized as informal yet structured discussions, aimed to gather in-depth insights, ensuring full respondent participation and researcher control over data collection. 30 civil servants from 5 Federal Ministries of Communication & Digital Economy, Health, Education, Justice, and Science & Technology were selected through non-probability criterion-based on purposive sampling to ensure symbolic representation and diversity. These participants were divided into five groups of six, each representing different ministries, to discuss the impact of e-administration on accountability and transparency. Data from the FGDs were analyzed using NVIVO, a computer-assisted qualitative data analysis software, to identify key words, phrases, themes, and patterns. The study revealed that the adoption of digital platforms in the post-COVID-19 era has enhanced transparency and accessibility in government institutions and processes. Tools like the Integrated Payroll and Personnel Information System (IPPIS) reduced payroll fraud, while the Open Treasury Portal increased public scrutiny of financial transactions. The Government Integrated Financial Management Information System (GIFMIS) improved financial management by automating budget processes and reinforcing accountability. However, the paper noted that, despite these advancements, significant challenges were identified, including inadequate infrastructure, unstable internet, resistance to change among some civil servants, and insufficient training. Cybersecurity concerns also posed risks to the integrity of sensitive data. The paper therefore recommended that, to maximize the benefits of e-administration, the government should increase the investment in digital infrastructure and technological improvements across the ministries, and provide specialized training programmes across all cadre of staff in the federal civil service aimed at promoting a positive perception of digital transformation among federal civil servants.

**Keywords:** Accountability, E-Administration, E-Government, Federal Civil Service, Nigeria, Post-COVID-19 Era, Public Sector Reform, Public Service Delivery, Transparency

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Date of Submission: 26-06-2024

Date of Acceptance: 05-07-2024

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## **I. Introduction**

One important organization in Nigeria that is in charge of carrying out government directives and providing public services is the Federal Civil Service. It consists of several ministries, departments, and agencies that ensure government runs smoothly. The Federal Civil Service Commission, which is in charge of hiring, promoting, and disciplining employees, sets rules for the service.

The Nigerian civil service has historically struggled with issues like corruption, inefficiency, and a lack of accountability and transparency. These problems were made worse by the COVID-19 pandemic, which

implemented fresh approaches necessary to maintain consistency and efficiency in the provision of public services.

The Federal Civil Service had operational disruptions due to the epidemic. Routine administrative activities were challenging due to physical interactions being restricted by lockdowns and social distancing techniques. The necessity for digital transformation in the public sector was brought to light by this disruption (Chimezie, 2020). One important instrument that has evolved to solve these issues is e-administration. The Federal Civil Service sought to improve accountability and openness in its operations by utilizing technology (Haque and Pathrannarakul, 2013).

E-administration is the management of public administration procedures through the use of digital platforms and tools (Oladapo, Hassan, and Lawal, 2023). Online portals for electronic communication, digital records management, and service delivery fall under this category. The need to reduce physical interaction during the pandemic prompted Nigeria's Federal Civil Service to adopt e-administration more quickly. This change was made to guarantee that public employees may work remotely, enhance service efficiency, and lessen the likelihood of corruption. This method serves as an excellent illustration of how digital tools can increase accountability by lowering corruption potential and producing reliable records.

The effect of e-administration on accountability and transparency in Nigeria is demonstrated by several case studies. To ensure correct payroll management and get rid of ghost workers, for example, the Integrated Payroll and Personnel Information System (IPPIS) was implemented. According to Enakirerhi and Temile (2017: p. 4), IPPIS is an IT-enabled facility that is being implemented to create a dependable and extensive database for the public sector, aid in workforce planning, get rid of payroll and record fraud, and make it easier to store, update, and retrieve personnel records for administrative and pension procedures as well as staff compensation payment with the least amount of waste and leakage. They claim that since the project's start, IPPIS has prevented thousands of ghost workers through the process of wage payment and personnel verification, saving the Federal Government of Nigeria billions of Naira. The Treasury Single Account (TSA), which combines all government revenue into a single account, is another illustration. The TSA lowers public fund leaks and improves financial transparency. The TSA has greatly increased accountability in public financial management, claim Gbegi, Duenya, and Ipevnor (2019) (Centre for Social Justice, 2018). But as the system adjusts to new technology, there have been a variety of opportunities and difficulties that have emerged during this unequal transition.

Nigeria's traditional public service delivery system has numerous obstacles that prevent accountability and openness. Among these difficulties are manual record-keeping, corruption, bureaucratic red tape, and a lack of rapid information availability. These inefficiencies frequently lead to mishandled public finances, delayed services, and a general public mistrust of government institutions (Iguru and Ibeogu, 2014; Moses, 2023). The COVID-19 pandemic highlighted the weaknesses in the current system and highlighted the need for a more open and responsible system for providing public services, making it imperative to solve these concerns.

Using e-administration in the aftermath of COVID-19 in Nigeria is important for many reasons. First, it has the potential to drastically cut down on the bureaucratic inefficiencies that have long dogged the civil service, accelerating the provision of services and raising public satisfaction. Second, by increasing the openness and accessibility of government procedures to the public, e-administration can improve transparency. Digital platforms, for instance, can offer up-to-date information on government operations, which lowers the likelihood of corruption and poor management (Adam and Fazekas 2021). Additionally, e-administration promotes greater accountability through the creation of digital documents that are simpler to follow and audit. By guaranteeing that public servants are held accountable for their deeds, this digital trail promotes an accountable society. Nigeria can create a more resilient and responsive public service that can serve its citizens' requirements in the digital era by implementing strong e-administration practices.

This paper investigates how e-administration practices have inspired accountability and transparency in Nigeria's Federal Civil Service post-COVID-19 era. This was accomplished through the evaluation of current status of e-administration in the Nigerian Federal Civil Service, identifying the main obstacles and challenges to its successful implementation, assessing how e-administration affects accountability and transparency, and suggesting ways to improve its ability to do so.

## **II. Literature Review**

Electronic administration, often known as "e-administration," is the process of streamlining and enhancing public sector operations via the use of digital tools and information and communication technology (ICT) (Solaru, Buraimo, and Lawal, 2023). This covers a broad spectrum of applications, ranging from internal government procedures to citizen-facing web services. The goal of e-administration is to increase the effectiveness, accountability, and transparency of public administration.

Digital communication platforms, online service delivery portals, and electronic document management systems are only a few examples of the technologies that are used as digital tools in e-administration. These solutions make it easier to handle data, cut down on paperwork, and respond to public requirements more quickly

and accurately. As stated by Bjerde, A. and Demirgüç-Kunt (2021), nations have enormous opportunities to improve public service delivery and efficiency, as well as to raise transparency and citizen confidence through the use of digital technology and the data revolution. This is especially important now because nations are still reeling from the COVID-19 pandemic's year-long effects and are working to recover robustly. According to Aker (2017), digital technology can also help citizens obtain more private and public information, coordinate better, collect data more easily for more efficient use of public resources, and have easier access to financial services.

To enhance governance, e-administration has been implemented in numerous nations worldwide. One prominent example of what is sometimes called a "digital society" is Estonia. Digital governance may improve openness and citizen engagement, as demonstrated by Estonia's e-residency programme and online voting system (Margetts & Dunleavy, 2013). Because of the nation's integrated digital platform, residents can access a range of services online, which minimizes the necessity for in-person visits to government offices and, consequently, the likelihood of corruption.

The Digital India programme has changed several facets of administration in India. By offering government services online, the programme seeks to cut down on bureaucratic red tape and improve the effectiveness of service delivery (Bhatnagar, 2014). The government has increased transparency and access to services through platforms like MyGov and the Aadhaar system, which leave a digital trail that is auditable. With the help of the Government Digital Service, the United Kingdom has likewise made notable advancements in e-administration (GDS). To streamline access and guarantee uniformity across services, the GDS created GOV.UK, a single platform for all government services (Bannister & Connolly, 2014). This platform fosters openness by making information more widely accessible to the public, while also improving the user experience.

Though it has taken longer, Nigeria is gradually adopting e-administration, particularly in the wake of the COVID-19 outbreak. However, several variables affect how well e-administration works to advance accountability and openness. They include the size of the ICT infrastructure, public and government officials' digital literacy, and the legislative framework that underpins digital governance. E-administration is typically implemented more successfully in nations with strong ICT infrastructure and high levels of digital literacy (Heeks, 2006).

Information and communication technology (ICT) can improve accountability in the public sector, according to Heeks (2001). Heeks contends that information and communication technology (ICT) may greatly increase transparency by facilitating greater public access to information and enabling improved oversight of public officials' actions. He gives instances of how e-government programmes have been effectively applied in other nations to improve accountability and lower corruption. The groundbreaking potential of ICT to advance responsible governance is demonstrated by Heeks's work (Heeks, 2001).

Ackerman (2005) concentrates on the function of civil society in ensuring public servants are held responsible. He makes the case that through serving as watchdogs, promoting greater openness, and participating in policy monitoring, civil society organizations (CSOs) play a critical role in fostering accountability. Ackerman highlights that to supplement official accountability procedures, robust and engaged CSOs are essential. He talks about the several tactics used by CSOs to improve public sector accountability, such as coalition building, public campaigns, and legal action (Ackerman, 2005).

Similarly, the contribution of information and communication technology (ICT) to transparency is emphasized by Bertot, Jaeger, and Grimes (2010). They claim that ICT can make it easier to share information and allow for real-time monitoring of government operations. By making public officials more visible, corrupt activities can be discouraged and ethical standards can be upheld by them. Kim and Lee (2012) concentrate on how public trust is affected by openness. They contend that open governance procedures can greatly increase the confidence that the public has in public institutions. Governments can show their dedication to integrity and accountability by giving out accurate and clear information. In times of crisis, like the COVID-19 pandemic, when public trust in government measures is critical, Kim and Lee argue that open communication is especially necessary (Kim & Lee, 2012).

Transparency is directly related to the idea of social accountability, which is examined by Gaventa and McGee (2013). Social accountability, according to them, is the process by which people hold public servants responsible for their deeds. Gaventa and McGee contend that as transparency makes information available for educated public participation, it is a fundamental component of social accountability. Additionally, they stress how crucial civil society organizations are to advancing openness and encouraging citizen involvement in political processes (Gaventa & McGee, 2013).

### **Theoretical Framework**

A strong foundation for analyzing accountability and transparency in the provision of public services through e-administration is provided by public administration theory. This theory includes several theories and methods that provide insights into how public institutions function, how public employees behave, and how the public and government interact. To better understand how the Federal Civil Service of Nigeria might use e-

administration to improve transparency and accountability in the post-COVID-19 environment, this study adopted the Public Administration Theory.

Some important ideas from public administration theory are pertinent to this investigation. Initially, the theory emphasized how crucial bureaucratic frameworks are to guaranteeing effective service provision and how e-administration can simplify procedures and lessen the potential for corruption. Therefore, e-administration can reduce human intervention, which frequently results in corruption and a lack of accountability, by digitizing records and automating processes. Furthermore, the Public Administration Theory emphasized the importance of accountability systems in public organizations.

According to Romzek and Dubnick (1987), four types of responsibility exist in public administration, these are hierarchical, legal, professional, and political. E-administration can assist these forms of accountability by offering clear procedures for keeping an eye on and rating the work of public employees. Online platforms provide the capability to monitor and report in real time on the status of public service delivery, hence improving legal and hierarchical accountability.

The late twentieth century New Public Management (NPM) approach is another essential facet of Public Administration Theory. To increase efficiency and responsiveness to the requirements of the public, NPM promotes the adoption of private-sector methods in the public sector (Hood, 1991). E-administration uses technology to enhance public involvement and service delivery, which is consistent with NPM principles. To increase public trust and accountability, the civil service can be made more visible and responsive through the use of online portals for service requests and feedback.

The Federal Civil Service of Nigeria uses e-administration, which is in line with the ideals of open government. According to Lathrop and Ruma (2010), open government is a contemporary development of public administration theory that emphasizes cooperation, transparency, and citizen participation. Increased public participation in governance processes can be facilitated by e-administration tools like e-governance apps and open data platforms. Through the facilitation of participatory decision-making and the accessibility of government data, these tools contribute to the accountability of public officials to the people they represent. Using e-administration in the Federal Civil Service of Nigeria can help with certain issues that arose during the COVID-19 pandemic. By replacing manual procedures with digital ones, delays and inefficiencies can be minimized, increasing accountability and transparency.

### **III. Methodology**

The paper utilized survey design, with Focus Group Discussions (FGD) as information gathering technique from primary sources adopted. FGD was used to obtain full engagement from respondents and to ensure complete control over the data-gathering process by the researcher. To achieve symbolic representation and diversity in the FGD, thirty participants were chosen from five federal ministries using a non-probability criterion-based purposive sampling technique. A member of the federal civil service served as the model for the selection.

Therefore, five groups of six people each participated in focus groups discussions that were based on staff selected from Federal Ministries of Communication & Digital Economy, Health, Education, Justice and Science & Technology. The FGD's objective was to elicit participants' opinions regarding how e-administration has engendered transparency and accountability in the Federal Civil Service of Nigeria since the end of COVID-19 period. The content analysis method known as NVIVO, a computer-assisted qualitative data analysis (CAQDAS) tool was used to analyze the data gathered from the group discussions. Using the computer programmes, it was easier to create a coding index that helped identify important terms, phrases, themes, and patterns that surfaced during the discussions.

**Table 1: The profile of participants in the Focus Group Discussions**

<b>Ministries</b>	<b>FGD Code</b>	<b>Location of FGD</b>	<b>Gender of Participants</b>
Ministry Communication and Digital Economy	Com. & Dig. Eco 1	Abuja	M
	Com. & Dig. Eco 2	Abuja	M
	Com. & Dig. Eco 3	Abuja	F
	Com. & Dig. Eco 4	Abuja	F
	Com. & Dig. Eco 5	Abuja	M
	Com. & Dig. Eco 6	Abuja	F
Ministry of Health	Health 1	Abuja	M
	Health 2	Abuja	F
	Health 3	Abuja	F

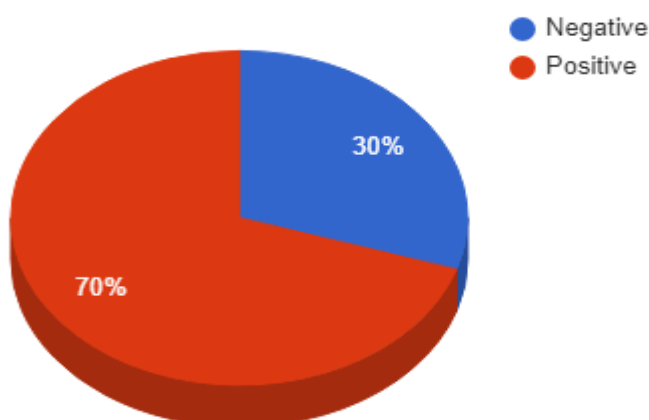
	Health 4	Abuja	M
	Health 5	Abuja	M
	Health 6	Abuja	M
Ministry of Education	Education 1	Abuja	M
	Education 2	Abuja	M
	Education 3	Abuja	M
	Education 4	Abuja	F
	Education 5	Abuja	F
	Education 6	Abuja	M
Ministry of Justice	Justice 1	Abuja	F
	Justice 2	Abuja	M
	Justice 3	Abuja	M
	Justice 4	Abuja	M
	Justice 5	Abuja	M
	Justice 6	Abuja	F
Ministry of Science and Technology	Sci. & Tech. 1	Abuja	F
	Sci. & Tech. 2	Abuja	F
	Sci. & Tech. 3	Abuja	M
	Sci. & Tech. 4	Abuja	M
	Sci. & Tech. 5	Abuja	M
	Sci. & Tech. 6	Abuja	M

**Data Analysis and Discussions**

Results arising from the discussions of each Focus Group, and the views presented to the interlocutors, were synthesized statistically for each question. It was specified that any opinion expressed was not circumvented in this study, and the findings were consistent with the succession of questions in the interview guide.

- **What are your general perceptions of the transition to e-administration since the COVID-19 pandemic?**

**Perceptions of the Transition to E-administration Since COVID-19**

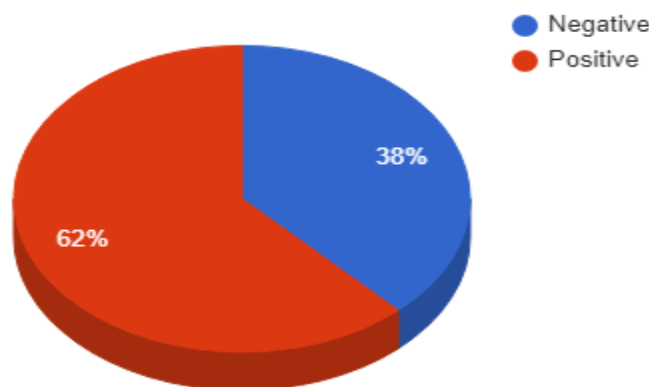


The survey results indicated that a significant majority of respondents, 70%, have a positive perception of the transition to e-administration since the COVID-19 pandemic. This suggested that most people view the move towards electronic administration favorably. On the other hand, 30% of the respondents have a negative perception, indicating that while the transition has been well-received overall, there are still notable concerns or reservations among a minority of the population.

Some of the respondents found e-administration more efficient compared to traditional, more accessible, allowing users to access services from anywhere and appreciate the quick adaptation to digital tools during the pandemic, ensuring continuity of services. Some who have negative perceptions of e-administration might have faced technical difficulties, such as poor internet connectivity or lack of digital skills or perceived certain services as more effective or satisfactory when conducted in person.

▪ **How has the introduction of e-administration impacted your day-to-day operations?**

**Impact of E-administration on Day-to-Day Operations**



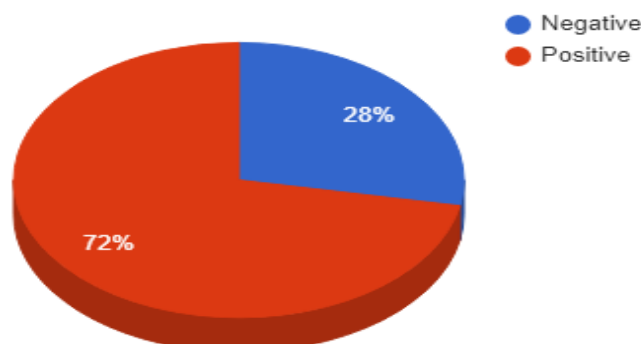
The introduction of e-administration appeared to be a step in the right direction for many users, as evidenced by the 62% positive response rate. The fact that 62% of respondents are positive indicates that more than half of the users find e-administration beneficial. This suggests that the system has made their tasks easier, faster, or more efficient. In other words, e-administration has likely improved efficiency, reduced paperwork, and streamlined processes. These benefits are crucial in today's fast-paced work environments where saving time and increasing productivity are highly valued.

Some of them noted that previously, managing paper documents was time-consuming and required physical storage space. With e-administration, documents are digitized, making them easier to store, retrieve, and share. This has significantly reduced the time spent on filing and searching for documents. Others noted that tools like shared digital calendars, online meeting platforms, and collaborative document editing have made it easier for teams to work together, even if they are not in the same physical location. This has improved project coordination and reduced delays.

However, the 38% negative response indicates that not all users have had a smooth transition. This is a significant minority and suggests that there are still issues or challenges that need to be addressed. These could include technical problems, user-friendliness, or lack of proper training.

▪ **Has e-administration improved transparency within your department?**

**E-administration Improved Transparency within Department**



The adoption of e-administration tools has largely been perceived as a positive move towards greater transparency in public administration. From the survey, 72% of respondents indicated a positive response to the question about transparency improvements due to the adoption of e-administration tools. This suggests that a significant majority

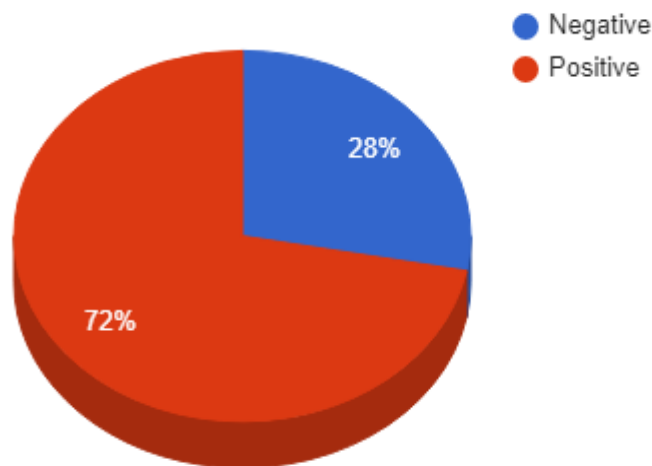
of people have noticed beneficial changes in how information and services are accessed publicly. Conversely, 28% of respondents were negative, indicating that some individuals have not observed or experienced improvements.

The high percentage of positive responses (72%) indicates that the implementation of e-administration tools is largely perceived as a success in enhancing transparency. Most users perceived an improvement in transparency and accessibility, indicating that these tools are effectively addressing user needs. These tools likely provide easier access to public information and services, reducing the barriers that previously existed. For instance, citizens may now find it easier to access government documents, track the status of their applications, or obtain information without needing to visit government offices in person. This positive feedback could encourage further development and investment in e-administration technologies, ensuring continued enhancement of public services.

The 28% negative response suggested that nearly one-third of respondents have encountered challenges or have not seen improvements. This indicates the presence of barriers or issues that need to be addressed. Identifying and understanding the specific challenges faced by this group is crucial. Targeted measures, such as user support, training, and system improvements, are necessary to increase overall satisfaction.

▪ **Has E-administration Affected Accountability Mechanisms in Your Department?**

**E-administration Affected Accountability Mechanisms**

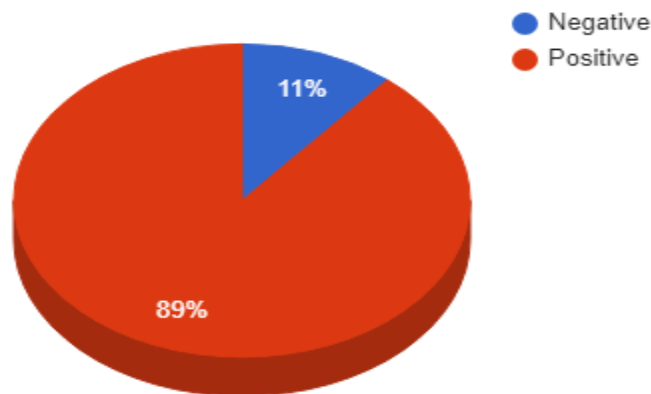


This data showed that 73% of the participants have a positive view, while 27% hold a negative perspective regarding the impact of e-administration on accountability mechanisms in their department. This indicates a majority of the participants believe e-administration has had a beneficial effect on accountability. Regarding new accountability processes introduced through e-administration, it's necessary to examine specific examples or mechanisms. For instance, many of the participants noted that in their departments they have implemented digital tracking systems for document workflows and this has ensured a more transparent and traceability in decision-making processes. Additionally, electronic reporting tools have enhanced real-time data access, enabling quicker identification of discrepancies or irregularities, thereby strengthening accountability measures.

However, it's also crucial to acknowledge potential challenges or limitations associated with e-administration's impact on accountability. For instance, reliance on digital systems might lead to concerns regarding data security or accessibility issues for certain stakeholders. Moreover, the effectiveness of new accountability processes introduced through e-administration might vary depending on the department's specific context and organizational culture.

- **Are you familiar with tools like the Integrated Payroll and Personnel Information System (IPPIS), the Treasury Single Account (TSA), or the Government Integrated Financial Management Information System (GIFM)**

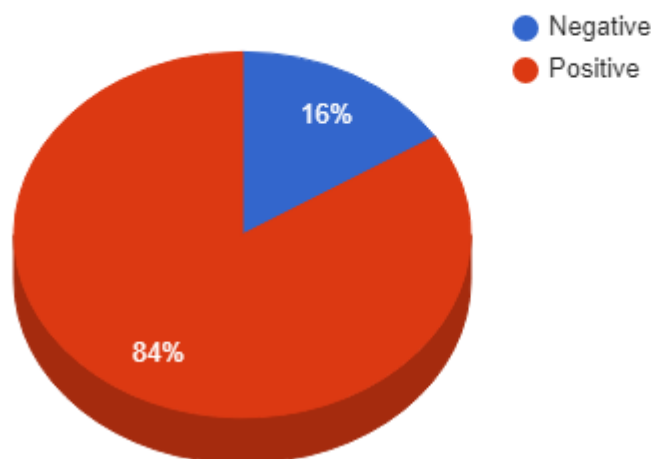
Familiar with E-administration Tools



89% of people said they know about tools like IPPIS, TSA, and GIFMIS. On the other hand, 11% of participants were negative about these tools. These tools, like IPPIS, TSA, and GIFMIS, help in making things clear and correct. They keep track of money and people in government. Because of them, it's easier to see what's happening with money and who's doing what. When people have a good understanding of these tools, it can make government work better. It makes it harder for people to do things they shouldn't with money or jobs. For example, IPPIS helps to keep track of government workers and their pay. TSA collects all government money into one account. GIFMIS helps in managing government finances. When these tools work well, they make it harder for people to steal money or do other bad things. They make the government more honest and clearer about what it's doing with money. This can make people trust the government more, knowing that their money is being used properly.

- **Has the COVID-19 pandemic specifically accelerated the adoption of e-administration in your department?**

COVID-19 Pandemic Accelerated the Adoption of E-administration



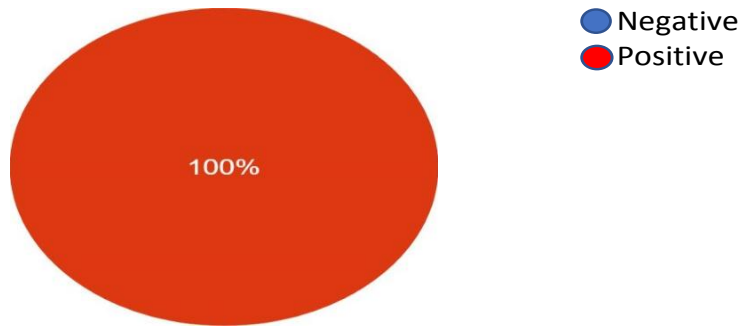
Most participants, about 84%, said that the COVID-19 pandemic has made e-administration speed up in their department. On the other hand, 16% disagreed and had negative views about it. This data suggests a significant trend towards the increased use of electronic administration due to the pandemic. Those who see it positively likely appreciate the convenience and efficiency that e-administration offers, especially during times when physical interactions were limited. Some of them noted that the COVID-19 pandemic forced them to reevaluate how they conduct their daily operations within the department. Before the pandemic, there was resistance to fully



embrace e-administration tools, citing concerns about security and compatibility. However, with the onset of the pandemic and the need to work remotely, they had to quickly adapt.

The respondents equally noted that the pandemic served as a catalyst for change. It forced them to overcome their apprehensions and embrace e-administration tools out of necessity. As a result, they have seen increased efficiency in their workflow, reduced paperwork, and improved accessibility to documents even when working remotely. Many of them argued that moving forward, they believe this accelerated adoption of e-administration will continue to benefit their department.

- **Are there challenges affecting your ability to deliver public services efficiently?  
Challenges inherent in the use of E-Administration**



All the participants, however, acknowledged that there were challenges inherent in the use of e-administration, in spite of its many benefits. They pointed out technological limits. They argued that a lot of government agencies don't have the ICT infrastructure needed to enable e-administration. This includes out-of-date software, shoddy computer hardware, and inconsistent internet connectivity. As affirmed by Abdulkareem (2015), these technological shortcomings make it more difficult for government officials to carry out their jobs effectively and may cause them to lose faith in e-administration systems. Additionally, if there is a weak IT foundation, the system may be vulnerable to cyberattacks, jeopardizing the security of important data (Odusote, 2021). Integration is challenging because of antiquated and incompatible technologies used by different departments, which exacerbates this problem.

According to some of the participants, another big obstacle is resistance to change. The transition of public service from conventional paper-based processes to digital platforms necessitates a mentality and cultural transformation. Since many workers are used to the current procedures, they could be skeptical about new ones. Fear of the unknown (Obina and Adenike, 2022), worries about job stability, or ignorance of the advantages of e-administration (Al-ma'aitah, 2022) are common causes of this opposition. The adoption of new technology may be slowed down by the need to alter ingrained routines and habits, which takes time and constant effort to accomplish.

The issue is made worse by civil officers' lack of training. Reacting to this, some of the participants attested to the fact that it takes specific abilities and knowledge for users to administer electronic records effectively. Employees may struggle to adjust to new systems without the right training, which could result in mistakes and inefficiency. Because of their top-down methods, the training programmes that already exist are frequently criticized for being overly general and unsuited to the unique requirements of the Nigerian civil service (Ojo and Chukwudeh, 2018). As a result, the administration's prospective advantages cannot be fully achieved.

E-administration is also hampered by infrastructure problems. Stable power supplies and dependable internet access are necessary for efficient e-administration. As the experiences of the participants have shown, reliable internet and energy are scarce in many parts of Nigeria, particularly in rural areas. This makes it difficult to launch and maintain e-administration programmes. According to Olatokun and Ayo (2019), there exists a digital divide between urban and rural areas that can impede inclusive participation and restrict the potential advantages of ICT in the public sector. This can result in unequal access to public services, so compromising the objectives of openness and accountability. Concerns exist around privacy and data security as well. Handling a large amount of sensitive data is part of e-administration. Data breaches could occur in the absence of strong cybersecurity safeguards, which would erode public confidence in these systems (Cremer et al., 2022). Both cutting-edge technology and highly qualified employees, who are frequently in short supply, are necessary to ensure data safety.

#### **IV. Conclusion**

Particularly in the wake of the COVID-19 outbreak, the Federal Civil Service of Nigeria has demonstrated promise in improving openness and accountability through the implementation of e-administration. Government procedures are now more transparent and easily available because of the move to digital media. Payroll fraud has decreased thanks to tools like the Integrated Payroll and Personnel Information System (IPPIS), and financial transaction transparency has grown thanks to the Open Treasury Portal. By automating budgetary procedures, the Government Integrated Financial Management Information System (GIFMIS) has enhanced financial management and accountability.

Beyond these platforms, e-administration has a significant impact on accountability and transparency. For instance, the Nigerian Immigration Service has streamlined the passport application process by using e-administration, which has increased transparency and accountability. The service has reduced corruption and increased accountability by implementing e-administration, which has improved the efficiency and transparency of passport application and processing (Aliyu, 2021). The Lagos State Government's usage of the Electronic Document Management System (EDMS) is another noteworthy example. This solution reduces paperwork and improves transparency by digitizing documents and automating workflow. According to a study by Thontteh and Omirin (2020), by improving document management in land registration, the EDMS decreased service delivery delays and minimized the potential for corruption.

In summary, e-administration has significantly increased the Federal Civil Service of Nigeria's accountability and transparency. Government operations are now more responsible and transparent because of systems like the Open Treasury Portal, GIFMIS, and IPPIS. These results are supported by case studies and professional perspectives, which indicate that e-administration tools could continue to support good governance if they are used and improved. To make further advancements, government workers should receive ongoing training on these digital tools and system changes to handle new problems.

Significant obstacles still exist despite these achievements. The full potential of e-administration is hampered by technological constraints like shoddy infrastructure and unstable internet. A lack of appropriate training and civil personnel's resistance to change make the transition even more difficult. Furthermore, the integrity of sensitive data is in danger due to cybersecurity issues. To get past these obstacles, the government needs to make investments in infrastructure and technology advancements, offer specialized training courses, and encourage civil servants to view the digital revolution positively. Nigeria's governmental service delivery system could undergo a significant transformation because of e-administration. Transparency, accountability, and good governance in the Federal Civil Service will be further supported by ongoing efforts to solve current issues and enhance digital systems.

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