

E-Government and Bureaucratic Corruption in Nigeria: Successes and Challenges

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ABSTRACT

This paper explored the successes and challenges of Information and Communications Technology (ICT) adoption in the combat against bureaucratic corruption in the Nigerian public service. This study adopted a qualitative approach via in-depth interviews for data collection and thematic analysis. Interviews were conducted within purposively sampled public officials with over ten years of experience in the public service. Two major themes were identified; successes and challenges encountered in the fight against bureaucratic corruption with the use of ICT. It is discovered in this paper that ICT has played a significant role in the combat against bureaucratic corruption by increasing the revenue of the government through the Integrated Personnel Payroll Information System (IPPIS) and Treasury Single Account (TSA) systems. However, challenges faced in this regard can be attributed to the infrastructural gap, shortage of ICT skilled personnel and resistance by the public officials. It is therefore recommended that for the little success to be sustainable, those challenges must be mitigated.

Keywords: E-government, Transparency, Structuration theory, Service Delivery.

ABSTRAK

Tujuan artikel ini adalah untuk mengkaji pencapaian dan isu-isu yang terkait dengan penyebaran teknologi informasi dan komunikasi (TIK) dalam memerangi korupsi birokrasi di sektor publik Nigeria. Penelitian ini menggunakan metode kualitatif untuk pengumpulan dan analisis data, termasuk wawancara mendalam. Wawancara dilakukan dengan pejabat publik yang dipilih secara sengaja dengan setidaknya 10 tahun pengalaman pelayanan publik. Dua tema signifikan muncul: pencapaian dan kemunduran dalam pertempuran melawan korupsi bisnis melalui penggunaan TIK. Studi ini menunjukkan bagaimana TIK telah membantu memerangi korupsi birokrasi dengan meningkatkan pendapatan pemerintah melalui Sistem Informasi Penggajian Personil Terpadu (IPPIS) dan sistem Treasury Single Account (TSA). Namun, kesulitan yang dihadapi di bidang ini mungkin terkait dengan defisit infrastruktur, kelangkaan individu yang terampil TIK, dan oposisi otoritas publik. Oleh karena itu, kendala-kendala tersebut disarankan untuk diatasi agar keberhasilan yang terbatas dapat dipertahankan.

Kata Kunci :E-government, transparansi, teori strukturasi, dan penyampaian layanan adalah beberapa istilah yang digunakan.

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INTRODUCTION

Corruption is more widespread in developing countries than in high-income countries because conditions there are more conducive for the growth of corruption. Hence, when the benefits of corruption are significant, coupled with when the chances of getting caught are slim, then penalties, when caught, are light, many people will succumb to it.

Nigeria is a country of conservatively 180 million populations which placed it as the most populous country in Africa and accounted for about 47% of the entire West African population ([World Bank, 2016](#)). A significant oil exporter around the world by making it over 75% of her revenue. There are many troubling issues in Nigeria, but the issue of the surge in corruption in the public service is more upsetting ([Aremu, 2017; Yusuf, Yusoff, & Zengeni, 2018](#)). Governance and corruption in Nigeria have existed side by side for decades. The rate of damages it has done to the polity is enormous which has led to red-tapes in offices, police extortion on the roads and slow movement of traffics on the highways, queues at passport offices and gas stations, ghost workers syndrome, election irregularities and budget “padding” among others ([Nageri, Umar, & Abdul, 2013](#)). Thus, it is believed by many in the society that corruption is the bane of effective and efficient public service delivery in Nigeria. Consequently, the issue keeps reoccurring in academic and other discussions.

All successive Nigerian leaders appreciate the fact that corruption hinders development. What makes this surprising is the fact that the majority of them come in as physicians but leave as patients ([Ogundiya, 2011; Yusuf et al., 2018](#)). Allegations and charges of corruption now play a more central role in politics than at any other times. Members of the public have had to bribe their ways through in ministries and parastatals to get attention. Even government officials too had to bribe another official in another government agency to obtain the release of their statutory allocation of funds ([Obasanjo, 1999](#)).

Corruption has been discovered to take two significant directions when it has been discussed concerning government, i.e. political corruption and bureaucratic corruption ([Nageri et al.,](#)

[2013](#)). The problem of bureaucratic corruption, in particular (which is the subject of this paper) has been a long-drawn issue in Nigerian polity which has been acknowledged by several observers of Nigerian politics and administration as a hidden disease of democracy and blight of development in the country. It has led into the leading cause of poverty, soaring rate of unemployment and insecurity that is bedevilling the country ([Bamidele, Olaniyan, & Ayodele, 2015](#)).

The effects of corruption on the society like Nigeria suggest nothing but retarded, inefficient, ineffective and backward economic and social structures ([Jacob & Umoh, 2017](#)). This backwardness is evident in the poor state of necessities and essential goods of life such as food, shelter, clothing, education, health power and water provisions. It has also resulted in the widening gap between the rich and the poor, fall in the standard of education, endemic poverty, rising [unemployment, increase in infant and maternal mortalities](#) ([Hope, 2017](#)).

The deployment of ICT in the public sector has been advanced as one of how developing countries like Nigeria plagued by corruption can use to control and combat corruption ([Basyal, Poudyal, & Seo, 2018](#)). For instance, the study of ([Hassan, 2017](#)) showed a positive correlation between e-government and corruption. ([Similarly, Bertot, Jaeger, and Grimes, 2010](#)) 's study acknowledged a positive indirect relationship between the deployment of ICT, openness, transparency and corruption. ICT is a phenomenon that is already widely used by government bodies, just as in business entities. However, ICT in government, i.e. electronic-government involves much more than just a tool; effective e-government involves rethinking and restructuring of public organisations and their processes ([Kochanova, Hasnain, & Larson, 2017](#); [Yildiz, 2007](#)). Also, it involves changing the behaviour of public officers to deliver more efficiently and promptly to the people who need to use them ([Archmann & Iglesias, 2010](#)) without being corrupt. When e-government is implemented well, it enables all citizens, enterprises and

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organisations to carry out their businesses with the government more efficiently, more quickly, openly and at lower costs.

The use of ICT in the combat against corruption in the public service has generated a lot of interest in conceptual discussions and empirical enquiries ([Cox, 2013](#); [Lio, Liu, & Ou, 2011](#)). No doubt that the introduction of ICT is a prerequisite in this 21st century to deliver public services seamlessly and transparently. Studies have mentioned that e-government is playing a significant role in the promotion of transparency and accountability in some countries such as South Korea and Malaysia ([Kim, Kim, & Lee, 2009](#); [Siddiquee, 2010](#)). The Nigerian government has also been investing mostly into ICT for governance since the last decade through the introduction of some programmes such as the Government Integrated Financial Management and Information Systems (GIFIMS), Treasury Single Account and Integrated Payroll and Personnel Information System, as well as some public reporting and checking mechanisms. However, studies in Nigeria have not generated considerable efforts in the examination of the length at which the government can use its enormous investment in ICT and e-government to tackle the menace of corruption in the country. Studies on corruption in Nigeria have mostly centred attention on its impact on economic growth, development, social values; also some studies have centred their focus on the effectiveness of anti-corruption institutions in the bid to suppress corruption ([Bamidele, Olaniyan, & Ayodele, 2016](#); [Nageri et al., 2013](#)). Therefore, given rise to the research question of to what extent has e-government been able to eradicate the menace of bureaucratic corruption in Nigeria? It is against this backdrop that this study examined the impact of e-government on eliminating bureaucratic corruption in Nigeria using a secondary source of data.

E-GOVERNMENT IN NIGERIA

The Nigerian government kick-started e-government in the early 2000s intending to improve the public service from exces-

sive administrative bottlenecks, improve service delivery, create a culture of accountability, effectiveness and combat the menace of corruption ([Abdulkareem & Ishola, 2016](#)). In 2003, the National Information and Technology Development Agency was established to serve as the driving agency for the implementation. Since, its implementation, scholars have predicted that Nigeria has a lot to gain from the potential of e-government; however, the implementation has not reached optimum capacity to generate that multiplier effect in the public sector reform ([Nchuchuwe & David, 2016](#)).

The aim of implementing e-government was to act as a panacea to the problems of excessive public service bureaucracy and provide the avenue for the government to increase its productivity, efficiency and transparency in the delivery of public services. Since its introduction, the government has endeavoured to provide services to citizens via web and mobile platforms ([www.services.gov.ng](#) and *347*48#), such as the issuance and renewal of international passports, electronic national identity cards, driver's licence, business registration and online tax filing ([Abdulkareem & Ishola, 2016](#)).

Although e-government is growing in Nigeria in a slow but steady fashion, the emergence of the General System for Mobile communication (GSM) network in 2001 contributed to the economic growth of the country. According to the Nigerian Communication Commission (NCC), the teledensity of the country is growing at a tremendous rate ([Ojebode et al., 2017](#)). It was estimated to be above 110 per cent in 2017. However, the ripple effects of these performances have not trickled down to the citizens who are in dire need of a private sector replica of a seamless citizen-centric type of service delivery. Almost four in five households had mobile phones in 2015; this includes 90 per cent of urban homes and 71 per cent of rural ones.

Based on the E-government Development Index of United Nations Development Economic and Social Affairs (UNDESA), Nigeria scored 0.3291. It ranked in the lower middle class with

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the likes of Kenya, Iran, Maldives and Indonesia ([United Nations, 2016](#)). However, despite the deployment of e-government in the early 2000s, corruption continues to bedevil the country. In the 2013 Global Corruption Perception Index (CPI) by Transparency International ranked Nigeria as the 36th most corrupt country in the world has scored 25% CPI. Similarly, in 2015 and 2017 she recorded 26% and 28% respectively.

LITERATURE REVIEW

Bureaucratic corruption can easily be deduced as a type of corruption that exists in the public service under the word bureaucracy ([Gans-Morse et al., 2018](#)). It is a situation whereby civil servants regard their office as a business venture from which they can extract illegal income. Such official does not regard his/her position as an avenue to be of common use such as creating common good, preferably as a tool for seeking maximum gain from public demand curve. Further than that, (Friedrich, 1990) in ([Oberoi, 2017](#)) argues that bureaucratic corruption occurs “when an individual is placed on specific powers in the society to perform certain public responsibility, and such individual expect a personal reward or gain” (monetary or otherwise) in the process of undertaking such responsibilities which might affect the overall outcome and impact of such responsibilities.

This form of corruption affects the system, more often referred to as systemic corruption due to its nature of frustrating the free flow of administrative procedures for development, and the people who engaged in this type of corruption frustrates the system for their gains and profit. It is a systemic defeat of efficient service delivery given that “good governance relates with effective delivery of services to the public and in the cause of delivering these services to the public, the bureaucratic behavior should be fair and possessing characteristics such as trust, consistency, mutual respect and impartial decision making” ([Ovienloba, 2007](#)).

The negative effect of corruption has been cited many times

as a prevalent obstruction to the economic growth of countries at the national level, coupled with an attendant adverse effect on the quality of life of citizens at the individual level. Based on the ([World Bank, 2017](#)) report, corruption is identified as “one of the single greatest obstacles to economic development and social development”. Specifically, on bureaucratic corruption, the report further stated that “through bribery, fraud and the misappropriation of economic privileges, corruption diverts resources away from those who need them most.”

The term e-government can be described as summing up the usual administration of government activities through the use of Information Technology. The use of IT in government has been a long-aged process where some countries have started the use of IT for the government system since far back as the 1950s ([Kraemer & King, 2006](#)). However, there is a difference in usage then and now. Then, IT has been used as an instrument to automate the internal works of public organisations while now; IT has been broadened to accommodate the external work of the government with the delivery of services and information to the external stakeholders ([Heeks, 2002](#)).

E-government is still relatively new where ideas are still pouring out, and it makes it devoid a standard universally agreed definition ([Young-Jin & Seang-Tae, 2007](#)). E-government means different thing to different people based on perceptions ([Ndou, 2004](#)). Some view e-government as an end in itself, for some, it is a concept that has functional effects or influence on the society ([Nam, 2018](#)) while for some, it is a public sector reform tool ([Kochanova et al., 2017](#)). It is a concept that is difficult to define because it entails broad meaning and understanding, which is greatly influenced by the context of the discussion, environment and the players involved ([Ali, 2017](#)). A common definition ascribed to e-government is the OECD definition e-government is the use of information and communication technologies (ICT's), and particularly the internet, as a tool to achieve better government ([OECD, 2018](#)).

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Some other definitions such as the United Nations define e-government as government transformation of external and internal relationship with the help of information technology ([United Nations, Dept. of Economic and Social Affairs., 2010](#)). ([Pina, Torres, and Royo, 2009](#)) noted that e-government could be divided into two areas- the narrow and the broader areas. The narrow area is concerned with the public sector sharing the experience of the private sector. At the same time, the broader aspect deals with the main idea of e-government in the perspective of promoting transparency and accountability in the public sector. This paper will adopt the broader aspect due to the linkage between transparency and accountability to corruption which is the focus of this paper.

Other literature has identified the e-government initiative as a means to tackle corruption. ([Graham, Hopper, Tsamenyi, Uddin, and Wickramasinghe, 2009](#)) for example, suggested electronic delivery of services like electronic tax returns helps to reduce face-to-face interactions with public officials which helps to reduce corruption and human errors. This conclusion also tallies with that of ([Shin and Kim, 2008](#)) in their study which concluded that the use of ICT in the public sector and some other traditional anti-corruption measures can significantly reduce corruption through the minimization of unnecessary human interventions in public sector work processed. In a recent study by ([Park and Kim, 2019](#)), their findings also supported the positive relationship between e-government and reducing corruption based on the effectiveness of the rule of law. Similarly, based on the submission of ([Ndou, 2004](#)), e-government can reduce corruption externally by enhancing the relationship between the government and the citizens, while internally, monitoring the activities of the bureaucrats. There are different examples of successful cases of e-government intervention in combating corruption, such as the Open Procedures Enhancement for Civil Applications (OPEN) system adopted in South Korea ([Kim et al., 2009](#)).

In a different direction, the study of ([Charoensukmongkol and Moqbel, 2014](#)), concluded their findings through the help of datasets that there is no significant direct relationship between investment in ICT and reducing corruption. This conclusion is also in tandem with the finding of ([DiRienzo, Das, Cort, & Burbridge, 2007](#); [Soper, 2007](#)).

STRUCTURATION THEORY

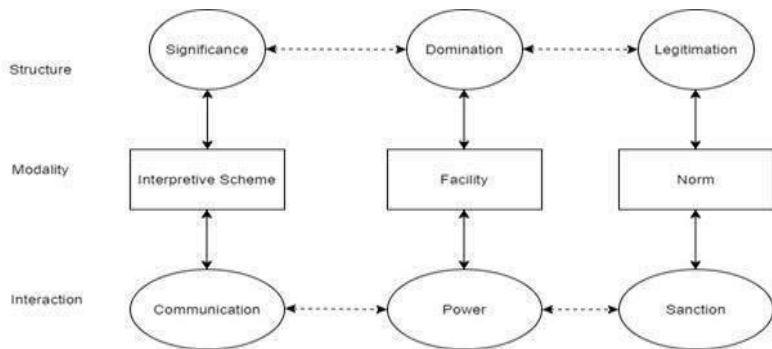
Structuration theory in ICT is one of the theories that have contributed heavily with influence in the development and understanding of the effects of ICT in society. This theory gained prominence with the work of ([Giddens, 1984](#)). The theory is focused on society as an entity that is composed of functionally interdependent subsystems. The theory advanced that there is an associated interdependent connection between the five societal structures ([Fuchs, 2003](#)). The five societal structures include ecology, polity, technology, economy, and culture ([Fuchs, 2003](#)). Going by the work of ([Giddens, 1984](#)), there is the duality of the relationship between individuals in a society and the social activities. That is, each act based on one of the five basic structures another structure in the social impacts each societal structure. Also, a societal structure is not immediately affected by the change of another structure; rather change is gradual and takes time.

In explaining the structuring modalities of the society or an organisation, the theory of structuration claimed that all human experiences are inseparably comprised of frameworks of sense, control, and moral frameworks. And every relationship can be analysed in terms of these because the domains of social activities and social framework exist side by side. It identified three modes which connect the domains of action with the social structure: interpretive schemes, resources and norms (figure 2). This systematic societal nature consists of principles and resources that people use in their daily activities. These principles and resources guide human action and at the same time,

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are enhanced with the help of human factors ([Orlikowski 1992](#)).

Although the origin of structuration theory does not involve the use of technology, recent researches in the field of ICT have advanced the usage of technology as a contribution to the process of structuring human and technology interaction ([Basettihalli, Kim, Lee, & Noh, 2010](#)).



Adapted from Giddens (1984 p. 29)

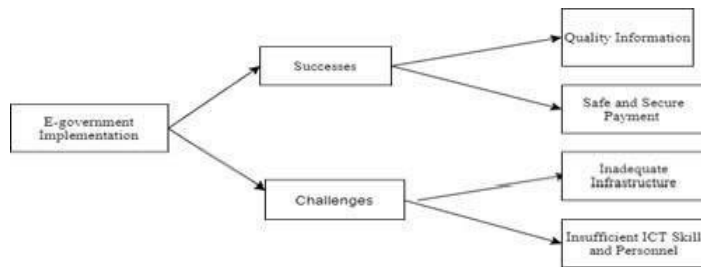


FIGURE 1: CONCEPTUAL MODEL

This is particularly important because e-government involves the unification of the technical aspects of ICT coupled with the human, organisational and administrative process of governance. This view coincides with the vision of Giddens' Structuration Theory of the interrelationship between organisational and structures and its members. In the situation of e-government in specific here, the structures consist of the interrelationship between three elements: government, technology and the citizens ([Heinze & Hu, 2005](#)). The interrelationship between government and the citizens is mediated via the application of technology. The

application of structuration theory has shifted focus away from structure rather on the process by which structures are useful and modified over time.

METHODS

This study adopted a qualitative methodology in order to explore within a broad view of the adoption of the role of e-government has played to curb bureaucratic corruption within the public service. The data for this study were collected among the purposive ten selected senior public officials (names withheld) with more than ten years of experience in the federal public service using the in-depth interview. In qualitative research, where the interview is the primary source of data collection, one of the main primary questions that usually reoccur is the sample size to interview needed to gain sufficient information. According to ([Morse, 2015](#); [Trotter II, 2012](#)), the most acceptable way to deal with this problem is saturation. Saturation is the level where redundancy is reached in an interview session where all the constructs have been repeated multiple times and have been exhausted ([Galvin, 2015](#)). At this stage, neither new themes nor concepts can emerge any longer ([Trotter II, 2012](#)). The findings from the interview were analysed using thematic analysis. Responses from the respondents were arranged into two broad themes

RESULTS AND DISCUSSIONS

From the interviews conducted, the respondents gave different opinions on the successes and challenges of e-government adoption in the public sector. All the respondents were senior public officials with more than ten years of experience in the service spanned across 12 different agencies, as shown in table 1. The responses of the respondents were first categorised into two major themes: successes and challenges of e-government in the combat of bureaucratic corruption. Four sub-themes emerged from the two major themes: “quality of information”; “safe and

secure e-payment platform”; “infrastructural gap” and “insufficient IT personnel”.

TABLE 1: DEMOGRAPHIC CHARACTERISTICS OF INTERVIEW RESPONDENTS

S/N	Respondent's Code Name	Gender	Educational Qualification	Years of Experience
1	Resp. 1	Male	Master Degree	12
2	Resp. 2	Female	Master Degree	14
3	Resp. 3	Female	Higher National Diploma	10
4	Resp. 4	Male	Bachelor Degree	11
5	Resp. 5	Female	Master Degree	11
6	Resp. 6	Male	Master Degree	12
7	Resp. 7	Male	Bachelor Degree	13
8	Resp. 8	Female	Higher National Diploma	12
9	Resp. 9	Male	Higher National Diploma	10
10	Resp. 10	Female	Bachelor Degree	10

SUCCESSSES OF E-GOVERNMENT IN THE COMBAT AGAINST BUREAUCRATIC CORRUPTION

Corruption, as earlier noted, exists in virtually all the sectors of the country. It continues to remain as the bane of socio-economic development. The fight against corruption in Nigeria is an age-long fairy tale as old as the history of the country itself. Agencies, commissions and other measures have been employed to fight this menace. With these institutions, some level of successes has been recorded. For example, before the deployment of ICT, understanding and knowing the real public service workforce was like an adventure into rocket science. The existence of ghost-workers syndrome was normalcy, where it seems not to be a severe crime. Budgets of federal, state and local governments were over-bloated with the menace of the ghost workers syndrome. Recently in 2016, over 60,000 ghost workers were discovered in the federal civil service payroll, which saves the country over USD 1 billion (Atick, 2016). Paper and pen approach has failed in the management of personnel in the public service, where it has become a standard scenario to find the names of non-existing staff, retirees and dead workers on the

active payroll. However, the introduction of the Government Integrated Financial Management and Information Systems (GIFIMS) and Integrated Payroll and Personnel Information System (IPPIS) most significantly within the Federal Government, has been helping the government to unfold this menace.

Some respondents, for example, gave an account of how the introduction of information technology has also assisted the government to combat the issue of “ghost workers syndrome”.

“Recently some “ghost workers” were discovered through the Integrated Payroll and Personnel Information System (IPPIS) where they were discovered not to have been employed but there is budget for their salaries monthly”. - Resp. 7

“Ever since the enrollment of our ministry into the IPPIS [thing], we heard that there have been a lot of scandals going on within this ministry and other ministries”. ·Resp. 6

Similarly, the timely dissemination of information and how easy to understand the information is another significant way by which ICT has been able to combat bureaucratic corruption. Bureaucrats capitalise on the face to face interaction they have with clients (citizens) in the delivery of services to extort them before services are rendered. Although many public officials dislike the online platform as they still prefer face-to-face interaction with citizens ([Abasilim & Edet, 2015](#)). Two respondents told the researchers that

“when public officials don’t have face to face interaction with people, there is possibility of reducing corruption. When information about a particular transaction is readily available on the agencies’ websites, and the clients can read and understand them, they have no business with the public officials, so they cannot be exploited”. ·Resp. 10

“If people come to my office to assist them for some transactions, I easily direct them to check our website and seek whatever information they want”. ·Resp. 4

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A respondent gave the importance of having timely and useful information

“Citizens are now well informed and, in the days, when there are no ICT. They come to your office now well prepared with the information they get on the internet. You cannot tell them what does not exist”. I believe with this new technology, there is only a slim chance for corruption”. -Resp. 5

Another area of success, as discovered in this study, is in the introduction of safe and secure e-payment platforms. The usage of ICT in the public service provides a limited level of transactions to be carried out on the table; instead, citizens now make payments via secure platforms without interference with corrupt public officials. Earlier before the emergence of online payment system, the “table payment” system allows public officials to cart away monies meant for official purposes and by bypassing the banking system ([Jimoh, Longe, & Ndunagu, 2018](#)). Usually, salaries and wages were paid above the counter in cash which makes it extremely difficult to trace where the abnormality exists.

Recently, the federal government introduced the Treasury Single Account (TSA) ([Yakubu, 2015](#)). TSA provided that all the revenues of the Ministries, Departments and Agencies (MDA) must be channelled into a single account which monitored in real-time using ICT. TSA, therefore, provides a proper real-time monitoring channel with the use of ICT for all government receipts and expenditures ([Odia & Odia, 2016](#)). MDAs in the past usually maintain multiple accounts within their domains for the collection and disbursement of government revenues. Unholy alliances happen between commercial banks and MDAs, which helps the Directors of MDAs to syphon public funds without government knowledge. They appear like mighty entities that generate huge revenue and remit little to the government purse.

Some respondents highlighted that

“The use of e-payment facilitates the relative success of the Treasury Single Account. With the use of technology, the federal government can now monitor the finance, income and expenditure of all the ministries, agencies and parastatals”. -Resp. 9

“the internet has made it almost impossible for citizens to pay over the counter. Payments for services over the counter increase the chances of corruption in the public service. With e-payment for public services like electricity, travelling passport renewal, tax filing and so on, there is less chance for corrupt public officials”. -Resp. 1

CHALLENGES OF E-GOVERNMENT IN THE COMBAT AGAINST BUREAUCRATIC CORRUPTION

Despite the successes of e-government in the combat against bureaucratic corruption in the Nigerian Public Service as highlighted above, it is of great importance to state the challenges also faced by the government in this regard. They were knowing too well that corruption is still cancer that Nigeria is battling with and been battling with over the years. One of the gruesome challenges in this regard is an institutional one- resistance from government officials. Corrupt public servants will do everything to frustrate and resist ICT usage ([Gberevbie, Ayo, Iyoha, Ojeka, & Abasilim, 2016](#)). They make use of sensors to stop the system from performing seamlessly ([Abdulkareem, 2015](#)).

Similarly, access to quality ICT tools can also be a significant challenge for the government. To monitor corruption and corrupt public servants, it requires massive investment in both ICT infrastructure software and hardware. Even for citizens to report corrupt officials, it requires a standard phone signal reception ([Abdulkareem, 2015](#)). Majority of the respondents alluded to the fact that the infrastructural gap is a significant challenge.

Power [electricity] which I think everybody will agree to as well is the major challenge facing the full implementation of e-government in Nigeria. We all know that if power is not stable, nothing will work fine”. -Resp. 2

“The major bottle neck that delays the National Identity Card to

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take a long period of time is lack of sufficient power supply which is a major problem. Instead of the normal 1 month, it could take up 2 to 3 months due to poor power supply”. -Resp. 6

*“one major challenge is poor infrastructure. The dearth of sophisticated communication infrastructure such as broadband services and up to date computers have been major setbacks to e-government”.
Resp. 3*

Many MDAs have the problems of insufficient IT personnel to handle the limited soft and hardware infrastructure available. Owing to the high cost of maintaining IT personnel, they are often ignored in the budget. The limited ones are made to shuttle different MDAs within a limited time ([Ayo & Ekong, 2008](#)). A respondent agreed that

“Some agencies face the issue of IT oriented personnel problem. I believe NITDA is looking into that. But there have been claims by NITDA in the past that most of the staffs in the MDAs don't have capable hands to run their electronic services”. -Kemi

CONCLUSIONS AND RECOMMENDATIONS

ICT deployment in the public service in Nigeria holds great potentials, one of which is as an anti-bureaucratic corruption driver. As much as corruption has eaten deep into the Nigerian public service, the deployment of ICT has been able to curb bureaucratic corruption in the monitoring of the finances of the Ministries, Departments and Agencies through the TSA application. Similarly, the introduction of the GIFMIS and IPPIS to regulate and checkmate the issue of ghost workers syndrome. These two have contributed immensely to boost the revenue of the government. However, these successes highlighted did not come without challenges. The significant challenges highlighted are infrastructural gap as well as resistance from the public servants in the use of ICT.

It is therefore recommended that having identified that ICT holds great potential to the improvement of the public service,

it is incumbent upon the government to invest more in the infrastructure, especially power. The worrisome nature power in the country is still a lag that holds the country's growth potential to ransom. More so, the civil servant must be trained and retrained on the use of ICT for their activities. Although arguments abound that when civil servants pay is low in an unstable economy, there is the propensity for corruption. Therefore, the government needs to review the minimum wage to boost the morale of the civil servants. The current minimum wage of 83 USD monthly, is low when compared to the current state of the economy and inflation rate of 12.21 per cent ([World Bank, 2018](#)).

LIMITATIONS OF THE STUDY

This study has some limitations. First, the methodology of data collection and analysis applied in this study is qualitative. Despite this study taking a paradigm shift from the quantitative technique which has dominated the study of examining the influence of ICT on bureaucratic corruption, caution should be taken from generalising the findings from this study as it is only subjected to qualitative technique.

Secondly, samples were drawn mainly from the Nigerian perspective. Therefore, caution should be taken when generalising the findings to other parts of Africa and the world. Also, samples were drawn from the federal public service in Nigeria. Therefore, caution should be exercised when generalising the findings of this study to other levels of government as a visible implementation of e-government remains a subject of debate.

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