

## Legislative Research and Knowledge Management for Evidence Informed Policy Making

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### Abstract

*In contemporary governance, the demand for policies that are not only politically legitimate but also socially effective has elevated the importance of evidence-informed policy making (EIPM). Legislative research and knowledge management emerge as critical pillars in achieving this objective, particularly in developing democracies such as Nigeria. This paper examines the interrelationship between legislative research, knowledge management, and evidence-informed policy processes, highlighting how these elements can strengthen the quality of lawmaking and policy outcomes. Legislative research provides lawmakers with data, analysis, and comparative insights necessary for drafting and evaluating laws, while knowledge management ensures that information is systematically captured, organized, and made accessible to decision-makers. Findings reveal that although Nigeria possesses growing data infrastructure and research capacity, systemic barriers, including weak knowledge-sharing systems, political interference, and limited demand for evidence, undermine effective policy use. The paper argues that integrating legislative research with robust knowledge management frameworks can transform policymaking into a more transparent, participatory, and outcome-oriented process. Ultimately, the study underscores the necessity of building institutional capacities, fostering political will, and embedding a culture of evidence use within Nigeria's governance structures to advance sustainable and inclusive development, Methodologically, adopting the doctrinal approach.*

**Keywords:** *Legislative research, Knowledge management, Evidence-informed policy making*

### 1. Introduction

Policy making is at the heart of governance and development, and the legislative arm of government plays a central role in ensuring that laws and policies are not only legitimate but also responsive to the needs of society. In contemporary governance, the demand for more transparent, accountable, and effective policy decisions has heightened the call for evidence-informed approaches to legislation. In many developing democracies, particularly in Africa, the traditional reliance on political instincts, lobbying pressures, and party ideology in law-making has often produced weak, inconsistent, or poorly implemented policies. To bridge this gap, two critical elements, that is, legislative research and knowledge management have become indispensable in strengthening evidence-informed policy making (EIPM).<sup>1</sup>

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Legislative research refers to the systematic gathering, analysis, and interpretation of information to guide lawmakers in their decision-making process. It goes beyond merely providing background facts; it encompasses comparative studies, impact assessments, expert consultations, and socio-economic analysis that can shape the quality and relevance of laws.<sup>2</sup> Knowledge management, on the other hand, emphasizes the organization, storage, and sharing of information in ways that ensure policymakers can access and use reliable evidence at the right time. When effectively combined, legislative research and knowledge management provide the foundation for evidence-informed policy making, where political decisions are grounded in verifiable facts, data, and tested experiences rather than mere assumptions. Globally, institutions such as the Organization for Economic Co-operation and Development (OECD), the United Nations Development Programme (UNDP), and the World Bank have emphasized the importance of integrating research and knowledge management into legislative practice. In advanced democracies like the United Kingdom and the United States, parliamentary research services and knowledge repositories have become routine parts of the law-making process. Conversely, in developing countries such as Nigeria, progress has been more limited, with challenges such as weak research capacity, inadequate funding, political interference, and poor data culture hindering effective use of evidence in policy making.

The significance of evidence-informed policy making lies in its ability to enhance policy effectiveness, equity, and legitimacy. Laws crafted on the basis of solid evidence are more likely to address real societal problems, enjoy public trust, and stand the test of time. For instance, labour laws designed after reviewing employment data, gender inequality reports, and international labour standards are more likely to promote social justice and workplace fairness than laws drafted solely from political bargaining. Similarly, public health legislation informed by epidemiological research and statistical modeling is more effective in managing pandemics than one based purely on political guesswork.

This article therefore examines the nexus between legislative research, knowledge management, and evidence-informed policy making, with a specific focus on the Nigerian and African contexts. It explores the conceptual underpinnings of these ideas, analyzes their relevance in law-making, highlights existing challenges, and offers recommendations on how to institutionalize evidence-informed approaches in governance. By interrogating both global best practices and local realities,

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<sup>1</sup> B.H Odanolu, *The Role of Legislature in Promoting Good Governance in Nigeria*. In book: *Studies in Social Sciences and Humanities* (pp.140 -160) Publisher: Book Works Publisher.

<sup>2</sup>Legislative Research

<https://ir.nilds.gov.ng/bitstream/handle/123456789/1435/LEGISLATIVE%20RESEARCH.ppt?sequence=1>

accessed on 30<sup>th</sup> September 2025.

the paper underscores the urgent need for African legislatures to transition from intuition-driven to evidence-informed decision-making systems.

Ultimately, the argument advanced here is that the effectiveness of any democratic government is directly tied to its ability to translate reliable knowledge into policy outcomes. Strengthening legislative research and knowledge management, therefore, is not merely a bureaucratic exercise but a democratic imperative for achieving sustainable development, social justice, and inclusive governance.

### **1.1 Knowledge Management in the Nigerian Legislature**

The Importance of Knowledge in the legislature cannot be over-emphasized. In a globally connected world, knowledge has become a key strategic asset to organizations and parliaments are not excluded from this reality.<sup>3</sup> Parliaments by the virtue of constitutional mandates and functions are information resource intensive organisations and this implies that information and knowledge are at the heart of their business processes, functions and activities. Members of the Legislature require knowledge to make policy decisions, understand current social contexts and envision future trends and challenges.<sup>4</sup> Citizens on the other hand need the knowledge to be able to participate and debate in politics, exercise their rights and vocalize demands. These are diverse and demanding audiences that require a comprehensive and flexible knowledge management strategy. The Nigerian Legislature is still a traditional organisation, in the sense that they largely rely on parliamentary tradition. On the other hand, we are witnessing the evolution of contemporary societies, partly due to digital transformation exercises, migration and climate change, just to name a few prominent examples. Hence, the legislature as the law-making body needs to respond adequately to ongoing societal changes and related technological challenges, otherwise, they risk losing information and not making well-informed decisions within the institutional system. It is important to develop and implement knowledge management within the legislature.

It increases efficiency and effectiveness in the make-up legislative processes and thereby promotes democracy and economic growth<sup>5</sup>. Knowledge Management, as a strategic tool has advantages to the Parliament that implements it. The strategic benefits include the competitive advantage that can result from proper and systematic management of the organization's knowledge.

Through knowledge management, the organization can turn knowledge into a strategic asset and create an ever-learning organization. By capturing relevant experiences and making them readily

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<sup>3</sup> Bostjan, D., Majewski, G.M., & Damij, N. (2014). How to Identify Knowledge and Evaluate Knowledge Management in Organization – Case Studies Report. *Journal of Applied Knowledge Management*, 2(2), 162–171.

<sup>4</sup> Boltman, F. & Bankole, O.O. (2017). A Baseline Review of the Knowledge Management Practices in the Parliament of South Africa. *International Review of Management and Business Research*, 6(3), 995–1015.

<sup>5</sup> Kraft, I. & Donoso, R. (2012). Defining Effective Knowledge Management to Empower Citizens and Members of Parliament. [In] 78th IFLA General Conference and Assembly. <http://Conference.ifla.org/ifla>.

available throughout the organization, the entire organization can learn from itself. It is therefore expected that a successful knowledge management strategy

in the legislature will: re-orientate their culture by opting for an optimal knowledge-sharing

strategy; improve decision-making through facilitated access to expertise and leading practices;

increase efficiency and productivity by reducing cases of “reinventing the wheel”; create links

between people and improve innovation through wider and borderless collaboration; reduce

loss of know-how by capturing explicit and tacit knowledge. This will also create opportunities for evidence-based policymaking and citizen participation in the

legislative process.

## **1.2 Evidence Informed Policy Making**

Evidence for policy making is any information that helps policymakers make decisions and get results that are concrete, manageable and achievable.<sup>6</sup>

The term evidence-based policy came to prominence in the 1990s, and was used, in particular, by organizations in the health sector, including the World Health Organization. More recently, and particularly in the wake of debates on the application of evidence in various sectors, there has been greater awareness that evidence is not the only important determinant when it comes to policy making. The term evidence-informed policy takes this into account. It also indicates a more textured view of evidence use, according to which various types of research with varying perspectives can all be considered as contributing to the policy-development process. This in contrast to the notion of deciding based on a single study and the concept of policy influences which tends to examine a single study attempting to gain access to policy.<sup>7</sup>

It is informed by a broad range of the research evidence including the evidence of citizens and other stakeholders; as well as evidence of how the practice and the policy delivery went on, as part of an exercise that has taken into account other pieces of information like realities of the politics and the contexts of the current debates. It is not viewed as a policy with an exclusive research base, or on one set of findings only. It is acknowledged that there will be instances where we may accept a research evidence and decide not to utilize it; in such cases where it is not utilized, due to an understanding of the insight that the research led to, it would still be comfortable to consider such a policy as an evidence-informed policy.

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<sup>6</sup> Shaxson, L. (2005). Is your evidence robust enough? Questions for policy makers and practitioners, *Evidence & Policy: A Journal of Research Debate and Practice*, 1(1):101 – 112.

<sup>7</sup> Newman, K., Fisher, C. and Shaxson, L. (2012). Stimulating demand for research evidence, what role for capacity building. *IDS Bulletin*, 5.

### 1.2.1 The Importance of Evidence Informed Policy Making (EIPM)

EIPM helps policymakers and providers of services make decisions that are informed by the best available evidence from research and evaluation and other sources. This includes decisions about:

- i. the nature, size and dynamics of the problem at hand, including its causes and who is most affected by it;
- ii. policy options that might be considered to address the problem;
- iii. effective and ineffective interventions to solve the problem;
- iv. the likely positive and negative consequences of the proposed policy option;
- v. the intended and unintended consequences of the proposed policy option;
- vi. effective and ineffective modes of delivery and implementation;
- vii. how long the policy will have to run before positive results will be achieved;
- viii. the resources that will be required to implement the policy;
- ix. the costs and benefits of the proposed policy, and on whom these costs and benefits will fall; and
- x. the sustainability of the policy economically, socially and environmentally.

## 2. Interlinkages: Legislative Research, Knowledge Management and Policy Making

### 2.1 The Role of Knowledge Management (KM) in Enhancing Legislative Research

#### 2.1.1 Knowledge Identification

Knowledge management (KM) provides researchers with the tools and technology to directly find the most relevant primary and secondary sources: historical laws and bill files, committee records, comparative-jurisdiction research, court rulings, budgetary notes, and citizen consultations. Parliamentary library and research practices prioritize discovery workflow and source validation to ensure that researchers start with proven authority sources rather than ad-hoc web search.<sup>8</sup>

#### 2.1.2 Information Organization

Once identified, materials are to be organized in such a way that relations are clear and rapid retrieval occurs. Repositories, taxonomies, and ontologies enable knowledge management (KM) to connect a bill with its drafting history, amendments, committee evidence, fiscal/impact analysis, and related case law; versioning and metadata allow provenance and status to be understood. Parliamentary guidelines suggest integrated knowledge bases that connect legislative history to research notes and external expertise.<sup>9</sup>

#### 2.1.3 Knowledge Creation and Knowledge Capture

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<sup>8</sup> International Federation of Library Associations and Institutions, Guidelines for parliamentary Libraries (3) July 2022 <https://www.ifla.org/news/guidelines-for-parliamentary-libraries-3rd-edition> accessed 20th August 2025.

<sup>9</sup> *ibid.*

New knowledge also arises regularly as a result of legislative research-briefing notes comparative memos, ex-ante and ex-post impact assessment, drafting annotations and stakeholder synthesis. This is because knowledge management (KM) practices (templates, records schedules, persistent identifiers, codification of tacit know-how) can be relied upon to capture these outputs and resulting in them being findable and reusable across electoral cycles and staff turnover.<sup>10</sup> Assessments on the evidence-informed policy infrastructure suggest institutionalizing capture and codification, not simple storage, including regimes to monitor the use of evidence.<sup>11</sup>

#### **2.1.4 Knowledge Sharing and Transfer**

Knowledge management (KM) provides the platforms (intranets, digital libraries, collaboration portals) and norms (open-by-default brief circulation, peer review, standardized abstracts) that move research to the members, committees and drafting offices quickly, enabling shared situational awareness. The guidance on e-Parliament of the Inter-Parliamentary Union (IPU) in 2010 and research-service guidelines by the International Federation of Library Associations and Institutions (IFLA) recommend cross-committee collaboration, inter-parliamentary interaction and the establishment of communities of practice in order to spill over expertise across silos.<sup>12</sup>

#### **2.1.5 Knowledge Application**

Knowledge management (KM) establishes research-to-decision links: drafting templates; linking clauses to research rationales; comparison options and risks are surfaced; and using decision-support dashboards for committee agendas. Benchmarks of successful application of the evidence-informed policymaking include evidence integrated into workflows in policy formulation (foresight, ex-ante appraisal, and ex-post evaluation), as shown by OECD and EPRS evidence offsetting.<sup>13</sup>

### **2.2 The Benefits of Knowledge Management (KM) for Legislative Research Improved Efficiency**

Centralized, searchable, and adequately indexed repositories can streamline literature search time and comparative searches, eliminate duplication of requests, and accelerate turnaround of briefing

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<sup>10</sup> Topp L, Mair D, Smillie L, et al, Knowledge Management for Policy Impact: The Case of the European Commission's Joint research Centre. Palgrave Commun 4, 87 (2018) <https://www.nature.com/articles/s41599-018-0143-3> accessed 20th August 2025

<sup>11</sup> OECD, Building Capacity for Evidence-informed policy-making (2020) [https://www.oecd.org/en/publications/building-capacity-for-evidence-informed-policy-making\\_86331250-en.html](https://www.oecd.org/en/publications/building-capacity-for-evidence-informed-policy-making_86331250-en.html) accessed 20<sup>th</sup> August 2025.

<sup>12</sup> Inter-parliamentary Union, World e-Parliamentary Report (2024) [https://www.agora-parl.org/sites/default/files/agora-documents/20241105\\_IPU\\_World\\_eParliament\\_2024\\_EN-proof6%20%281%29](https://www.agora-parl.org/sites/default/files/agora-documents/20241105_IPU_World_eParliament_2024_EN-proof6%20%281%29). Accessed 20<sup>th</sup> August 2025.

<sup>13</sup> OECD, Building Capacity for Evidence-informed policy-making (2020) [https://www.oecd.org/en/publications/building-capacity-for-evidence-informed-policy-making\\_86331250-en.html](https://www.oecd.org/en/publications/building-capacity-for-evidence-informed-policy-making_86331250-en.html) accessed 20<sup>th</sup> August 2025.

notes. e-Parliament survey data indicate a measurable pay-off due to efficiency increases when parliaments implement an integrated system (document management + research portals) and common metadata.<sup>14</sup>

### **2.2.1 Enhanced Decision-Making**

Organized, quality assured, timely evidence enables legislators to consider trade-offs based on comprehensive dossiers that combine legal, social, economic and implementation evidence. OECD diagnostic on evidence-informed policy-making and EPRS briefings on foresight suggest that choice quality is enhanced with systematic input of curated evidence, and forward-looking examination in their decision-making practices.<sup>15</sup>

### **2.2.2 More Effective Policies**

Policies based upon effectively governed knowledge- historic lessons, comparative lessons, and examined intercessions are more coherent and implementable.

### **2.2.3 Institutional Memory**

Knowledge management (KM) also resists loss of legislative history, debates, and other work products produced during the legislative process so learning is not lost between political changes of power. The institutional-memory role of parliamentary libraries/research services and the importance of ensuring durable digital preservation and access to past reasoning, as well as results, to see what has been thought of before is highlighted in the International Federation of Library Associations and Institutions (IFLA) guidance and in the International Federation of Library Associations and Institutions (IFLA) reports.<sup>16</sup>

## **2.3 The Role of Legislative Research in Advancing Evidence-Informed Policy**

### **2.3.1 Generates Authentic Evidence**

The legislative research is critical in the development of genuine evidence where the researcher examines social problems, policy effectiveness, program results, and legal regimes in a systematic manner. It provides policymakers with empirical evidence (based on intensive methodologies, including comparative analyses, cost-benefit analysis, effect evaluations) to facilitate objective and

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<sup>14</sup> Inter-parliamentary Union, World e-Parliamentary Report (2020) <https://www.ipu.org/resources/publications/reports/2021-07/world-e-parliament-report-2020> accessed 21<sup>st</sup> August 2025.

<sup>15</sup> OECD, Building Capacity for Evidence-informed policy-making (2020) [https://www.oecd.org/en/publications/building-capacity-for-evidence-informed-policy-making\\_86331250-en.htm](https://www.oecd.org/en/publications/building-capacity-for-evidence-informed-policy-making_86331250-en.htm) accessed 21<sup>st</sup> August 2025.

<sup>16</sup> Inter-parliamentary Union, World e-Parliamentary Report (2020) <https://www.ipu.org/resources/publications/reports/2021-07/world-e-parliament-report-2020> accessed 21<sup>st</sup> August 2025.

responsible decision-making. This is also illustrative of the larger policy of an evidence-based policy, which tries to focus on decisions based upon reliably collected and analyzed information rather than on anecdote or ideology.

### **2.3.2 In-Depth Information**

Legislative research provides lawmakers with comprehensive, plausible, and contextual information such as the pertinent statistics, case laws, stakeholder assessments, and testimonies of experts in a given sector, and thus assist them in understanding the entire picture of a problem.<sup>17</sup> This sophistication in perspective can serve to overcome the sort of oversimplified or surface policymaking as it leads to decisions based on the reality and not on the image or image alone

### **2.3.3 Informs Policy Context**

Legislative research incorporates policy proposals into the situation in which they will operate and reduces ambiguity of how they operated in a similar setting elsewhere in a socio-economic, political or cultural framework.<sup>18</sup> Such contextual intelligence assists to adjust legislations to the local reality and the prediction of practical implication, and increase relevance and feasibility

## **2.4 The Role of Knowledge Management (KM) in Advancing Evidence-Informed Policy**

### **2.4.1 Systemizes information Access**

Knowledge management (KM) provides systems (such as digital libraries, evidence banks, and metadata-tagged repositories) to make legislative and research information consistently accessible in a readily navigable way.<sup>19</sup> The ability to organize data in a searchable format and making sure that the information is up-to-date, Knowledge management (KM) can help to change the disarray of documents into accessible knowledge assets, and make sure that the policy players can determine what they seek quickly and in one place

### **2.4.2 Fosters a Collective Memory**

Knowledge management (KM) captures the institutional memory long-term institutional memory including those types of knowledge that politicians and institutional memory-keepers also need, such as legislative debates, prior research, historical context and experiential lessons. This means

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<sup>17</sup> David CR, Christian R, Caroline K, Abbi H, and Chris T, Improving the Use of Evidence in Legislatures: The Case of the UK Parliament (2020) <https://bristoluniversitypressdigital.com/view/journals/evp/16/4/article-p619.xml> accessed 21<sup>st</sup> August 2025.

<sup>18</sup> Wilma F, Nikki F, Shanna N, Karen N, Maronal S, Evidence-Based Policymaking: a Review (2025) <[https://www.scielo.org.za/scielo.php?script=sci\\_arttext&pid=s0039-23520100003001010](https://www.scielo.org.za/scielo.php?script=sci_arttext&pid=s0039-23520100003001010)> accessed 21<sup>nd</sup> August 2025.

<sup>19</sup> Fadi E. Lama B, David O, Knowledge Management Tools and Mechanisms for Evidence-informed Decision-making in the WHO European Region: a scoping Review. <https://health-policy-systems.biomedcentral.com/articles/10.1186/s12961-023-01058-7> accessed 21<sup>st</sup> August 2025.

that institutional memory will remain in spite of staff turnover, political cycles, and organizational change. This assists legislative bodies to evade the trap of corporate memory loss, serves a continuity, learning and reflective governance across time chunks

### **2.4.3 Enhances Flow of Information**

Knowledge management (KM) bolsters the communication channel between the research producers and the policymakers, making it possible to carry styles such as policy brief messages, summaries and knowledge-sharing portals. Such mechanisms guarantee a smooth flow of structured evidence between evidence creators and legislative decision-makers, which is crucial to time-sensitive and relevant policymaking.<sup>20</sup>

### **2.4.4 Minimizes Gaps in Knowledge**

Through accessible and comprehensible research, e.g., through summaries, visualisations, training and easy-to-use formats, KM helps policymakers understand how evidence can be used. Not only does this protect them against misinformation but also bridges the gaps in knowledge and technical expertise which may prevent uptake of evidence otherwise.<sup>21</sup>

## **2.5 Nexus Between Legislative Research, Knowledge Management, and Policy Making**

### **2.5.1 Incorporates Evidence into Decision Making**

When effective use of legislative research recovers solid evidence and knowledge management makes it available in practical forms, the policymakers are given the ability to make decisions based on facts rather than guesses or expediency. In combination they help to cement institutional processes, such as budgets and amendment cycles, or committee deliberations, locking in evidence use into the regular workflows of governance processes<sup>22</sup>

### **2.5.2 Shapes Policy Outcomes**

The synergy between Knowledge Management (KM) and research strengthens the outcomes of policies. Policies that are evidence-informed will be more consistent, focused, and sensitive, since they are framed on an evidence-based platform of proven data, comparative analysis and learning. The same integration favors more flexible, dynamic policy formulation that can be maintained further depending on continuing appraisal.<sup>23</sup>

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<sup>20</sup> n.17

<sup>21</sup> *ibid*

<sup>22</sup> Kristine G, The ABC's of Evidence-Informed Policymaking (2020) <https://www.ncl.org/center-for-results-driven-governing/the-abcs-of-evidence-informedpolicymaking> accessed 22 August 2025.

<sup>23</sup> Wilma F, Nikki F, Shanna N, Karen N, Maronal S, Evidence-Based Policymaking: a Review (2025) <[https://www.scielo.org.za/scielo.php?script=sci\\_arttext&pid=s0039-23520100003001010](https://www.scielo.org.za/scielo.php?script=sci_arttext&pid=s0039-23520100003001010)> accessed 22<sup>nd</sup> August 2025.

### 2.5.3 Builds Capacity

The good quality legislative research and efficient knowledge management systems ensures that the legislative bodies are empowered through their institutional capacity. People become skilled in finding, evaluating, implementing evidence, information system designs evolve to capture and carry knowledge forward, and culture moves in an evidence-informed direction- leading to a more robust, flexible, and sustainable governance in the long run.<sup>24</sup>

## 3. Challenges and Constraints

### 3.1 Infrastructure and Technology

#### 3.1.1 Digital Infrastructure Gap

Virtual infrastructure like stable internet connectivity and the available data centers is susceptible to such instability in power. Interruptions pose a threat to real-time transaction integrity and detrimentally affect server performance, whereas diesel generator dependency is costly and ecologically unfriendly,<sup>25</sup> especially in rural communities where broadband is hard to come by, undermining the reach of evidence-based processes and e-governance solutions.<sup>26</sup>

#### 3.1.2 Lack of Digital Skills

There is a remarkable skills gap in digital skills as seen in both the leaders and public servants in Nigeria. Low adoption of e-governance is caused by the fact that many civil servants depend on paper-bound systems and they are not computer literate enough.<sup>27</sup> Educational school enrollment and limited STEM focus further restricts the digital talent pipeline. Although programs like Digital States initiative and 3MTT (3 Million Technical Talent) are in the attempt to correct this, they lack support with regard to underfunding, dropout rates and lack of digital literacy among the audience they aim to reach.<sup>28</sup>

## 3.2 Governance and Corruption

### 3.2.1 Corruption

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<sup>24</sup> n.20

<sup>25</sup> Vincent A, Data Blackout: How Nigeria's Crisis is undermining digital infrastructure boom (2025) <https://energyinafrica.com/power-crisis-is-undermining-digital-infrastructure/> accessed 22 August 2025,

<sup>26</sup> Olabode O, confronting challenges in Nigeria's Digital Economy (2025) <https://gazette.com/confronting-challenges-in-nigerias-digital-economy/> accessed 22<sup>nd</sup> August 2025.

<sup>27</sup> Olabode O, confronting challenges in Nigeria's Digital Economy (2025) <https://gazette.com/confronting-challenges-in-nigerias-digital-economy/> accessed 22<sup>nd</sup> August 2025.

<sup>28</sup> Falola T, Understanding Modern Nigeria (2021), Cambridge University Press <[Corruption \(Chapter 11\) - Understanding Modern Nigeria \(cambridge.org\)](https://www.cambridge.org/9781107051111)> accessed 25<sup>th</sup> October 2025.

Systemic corruption destroys good policy implementation in Nigeria. Even though legal frameworks exist in multiple areas, in both the grand and petty sides of the ecosystem, excessively rooted patronage networks, weak oversight, and ineffective prosecution make it possible to engage in corrupt practices.<sup>29</sup> This often leads to misappropriation of funds by the people in positions of authority, a decline in accountability and institutional efficiency

### **3.2.2 Leadership and governance**

The poor leadership and political instability contribute to failure in implementation further. The weaknesses of bureaucratic nature and inefficiencies, lack strategic direction in leadership disrupt policy continuity and prevent the implementation of evidence-based initiatives.<sup>30</sup>

### **3.2.3 Lack of Transparency**

There is a great absence of transparency of policymaking and dissemination of evidence. Latency and breakdowns in communicating security incidents (including cybersecurity breaches) reduce confidence in the communication and restrain the adoption of essential information by policymakers. Nigeria has a sluggish, opaque system of dealing with data breaches.<sup>31</sup>

## **3.3 Policy Design and Information**

### **3.3.1 Poor Policy Formulation**

Most of these policy interventions are not forward-looking and do not put into consideration the local social-economic and demographic realities. Policies are sometimes not context sensitive and responsive to the future trends thus may rely on old bases or do not take into implementation what is on the ground.

### **3.3.2 Limited Evidence/Limited Research**

There is still lack of strong research frameworks and abilities at synthesizing and communicating evidence in ways that impact policy. Training workshops have demonstrated good results-ICT competency among policymakers has increased due to targeted training efforts-but training capacity building is still at too low a level.<sup>32</sup>

### **3.3.3 Availability of Information**

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<sup>29</sup> *ibid*

<sup>30</sup> Joshua A, Digital Transformation in the Nigeria Public Sector (2024) <https://thescrutinyng.com/digital-transformation-in-the-nigeria-public-sector/> accessed 22<sup>nd</sup> August 2025.

<sup>31</sup> Olatunji O, The Deep Roots of Nigeria's cybersecurity Problem (2022) <https://www.wired.com/story/nigeria-cybersecurity-issues/> accessed 22<sup>nd</sup> August 2025

<sup>32</sup> Abel E, Henry U, Friday O, Improving Nigerian Health Policymakers' capacity to access and utilize policy relevant evidence: outcome of information and communication technology training workshop (2015) <https://pmc.ncbi.nlm.nih.gov/articles/PMC4587084/> accessed 22<sup>nd</sup> August 2025.

Where research is available it may not be easily accessible or applicable by the policy makers because of the lengthiness, intricacy or in absence of strategic presentation. Information may also be inadequately packaged such that they lack clarity or implementation-ready insights that can inform evidence-informed decisions.

### **3.4 Human Resource & Assets**

#### **3.4.1 Leadership Gaps**

Poor capacity leadership and limited managerial skills in the areas of directing digital change are working against implementation endeavors. Lack of leadership who are skilled and technologically literate hurts the adoption of policies and institutional resilience is negatively affected.

#### **3.4.2 Insufficient Funding**

Chronic underfunding affects both human and technological resources. One example is healthcare, which struggles to meet the 15 per cent budgetary allocation target set by the Abuja Declaration and which can thus make fewer investments in infrastructure and implementation capacities.<sup>33</sup> Likewise, fiscal limits inhibit the capacity to develop digital infrastructure, staff people, or maintain policy execution.

### **3.5 Knowledge Management in the Nigerian Legislature**

As a result of the nature of the legislature, there are challenges of knowledge management in the legislature. The retirement of officials usually affects knowledge retention, as well as the issue of employees leaving for better jobs, and staff relocations. These are factors which affect knowledge management adversely. The challenges of loss of experienced staff and barriers to communication among those engaged in the legislative process.

The key impediment to knowledge management in the Nigerian Legislature, is due to the fact that there is the intra-institutional violence that negates the legislative processes, thus leading to a crisis of confidence among the legislators.<sup>34</sup> This implies that the harmony that makes room for knowledge sharing and knowledge acquisition activities are affected. Knowledge levels of the Legislators are also largely tacit, informal or not recorded and hence, cannot be easily accessed by those individuals who require it. The information acquired by members training and innate endowments form a part of this. Such form of knowledge can be rather problematic to handle, unless a proper knowledge management framework is in place. Unfortunately, the Nigerian Legislature, currently falls short in this regard. There are publications concerning the activities in the Nigerian legislature including standing rules, votes and proceedings, order papers, motions,

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<sup>33</sup> Omoleke I I, contemporary issues and challenges of health sector in Nigeria: *Res. J. of health sci. vol 5(4)* 2017.

<sup>34</sup> Muheed, I.O. (2016). *The Legislature and Party Politics in the Fourth Republic*. Lagos: Concept publications. p. 512-536.

bills, indexes, and handbooks among others, but some of its personnel still have issues stored in written format, which are not published.

Their official announcement may be useful but they have some informative provisions of information which are of use to the legislature. A site that grants access to information about the parliament exists, though, it is largely not updated on a regular basis. In order to preserve documents with information the legislature has a record room however the record room is secured. Again, the legislature in occasional attempts to give life to their internal rules and the constitutional authority they have often turned against the executive and the conflict often results in disintegration of the legislatures. All this has led to legislative crisis and discouraged knowledge sharing and acquiring activities in the legislature. Moreover, the rate of turnover experienced by the legislature in Nigeria is usually very high both at the state level and at the national level and this has deprived the legislature the privilege of accumulations of experience and knowledge.

Lastly, the Nigerian legislature tends to be divided based on party lines and these knowledgeable staffs are not eager to teach new members of the legislature on parliamentary activities (problem of knowledge hoarders). Even among the personnel members there is a bureaucracy and bottleneck in the parliament and the staff persons at lower levels are denied a chance to share their knowledge.

#### **4. Recommendations**

1. The Nigerian parliament needs to improve its research capacity and has to establish effective parliamentary research units at national and state levels that are adequately financed. These ought to work together with those universities, think tanks and international bodies to come up with comparative studies, impact reports and sectoral reports. The use of evidence and both acquired and gained skills in data interpretation and policy analysis should also be institutionalized by keeping up continuous training programs that can enhance the abilities of legislators and aids.
2. Well established knowledge management systems need to be established and structured in the legislature. This includes the need to develop coordinated online archives that capture parliamentary debates, legislative history, committee reports and policy briefs. Cataloguing systems that are standardized and metadata as well as taxonomies should be adopted to make sure there is a quick retrieval of information and effective use of information. The use of online channels like intranet, interactive portal and e-libraries will further be utilized to make collaboration and transparency work real time.
3. The creation of a culture of evidence use should be encouraged at any level of legislative activity. All congressional bills must be supplied with briefings of research findings as to fiscal, social and comparative implications. The evidence reviews, as well as expert consultations must be part of the deliberations of committees. An institutional incentive must be in place to encourage those legislators who focus on evidence-based approaches as an alternative to reliance on lobbying pressures and political hunches.
4. The problems of systemic and structural nature should be overcome in order to increase the effectiveness of legislation. The high rate of rotation of the legislature, which leads to deterioration in institutional memory, must be reduced, through induction programs, and maintenance of

knowledge through knowledge management (KM) systems that do not depend on election cycles. Legal systems that curtail political interference in legislative research departments should be developed and sources of infrastructural lapses should be addressed by specific investment and relations with the corporate world to enhance power supply and access to broadband constitution.

5. Transparency, accountability and citizen participation must be improved by diffusion of legislative output, such as committee reports and policy overviews, on an ongoing basis, publishing quickly and distributing freely in open-access format. Engagement structures like the public hearings, citizen consultations, and online information platforms need to be in place to incorporate the citizen to substantiate the evidence. Nigerian lawmakers could also enhance inter-parliamentary collaboration in Africa and the world at large so as to share information and best practices.

6. Human and financial resources should also be increased to reform the institution. Proper digital literacy and ICT training should be made a priority to the legislators, people conducting research and parliamentary staff so as to bridge the skills gap. More budgetary resources should be channeled in beefing up research capacity, KM infrastructure and staffing. In addition, succession planning, knowledge storage, and staff development initiatives need to be established to ensure that knowledge does not go to waste due to retirements or personnel changes because of changes in power.

## 5. Conclusion

The success of transforming the Nigerian legislature to become a hub of effective evidence-informed, transparent council is pegged on its capacity to embrace both legislative research and knowledge management as part of its core governance pillars. These aspects are not fringe technical procedures but democratic necessities in strengthening the plausibility and responsiveness of governance. Basing decisions on verifiable information and the consistent retention of institutional memory will not only allow the legislature to improve the quality of the law, but it will also regain the trust of the people in its democratic institutions. In spite of increased research capacity and access to digital technology, the institutionalization of evidence-based policymaking in Nigeria is compromised by such systemic challenges as political influence, corruption, infrastructural weaknesses, and even poor research culture. To overcome them, long-term investment in human capital and technological infrastructure, along with structural reforms and political will are needed. By responding to them, the Nigerian legislature would be in a position to overcome obstacles associated with intuition-based lawmaking and substitute it with a more scientific, collaborative, and open process. Finally, the combination of legislative research with effective knowledge management systems holds the potential to provide a bridge toward not only politically legitimized but socially just, economically sustainable and inclusive policies. Evidence-informed policy making is thus a democracy requirement rather than a choice, and it is one of the most powerful methods of facilitating sustainable development, social equity, and institutional strength. The future of governance in the country lies with the readiness of the legislature to grow

into an institution that forms knowledge systematically and to pay as preserves and to utilize the same at the common good of the society.