Chapter One

Introduction

1.1 Background to the Study

Public service delivery is a critical function of governments worldwide, aimed at providing essential services such as healthcare, education, transportation, and social security to the public[1]. The mode of operation typically involves bureaucratic institutions managing these services through established policies, with varying degrees of centralization depending on the country. In recent years, public service delivery has seen improvements through the adoption of technology, fostering efficiency, accountability, and transparency in government operations[2].

Traditional public service delivery, such as bureaucratic delays, weak record management, limited transparency, and high administrative costs are also evident within the education sector. In many education systems, processes such as student enrolment, teacher supervision, data reporting, school funding, and policy implementation are often handled manually. This reliance on paper-based procedures not only slows down administrative work but also increases the likelihood of errors, inconsistencies, and loss of critical information. In such environments, decision-making is frequently based on incomplete or outdated data, making it difficult for governments to effectively plan, budget, or respond to educational needs across different regions.

Access to government services is also limited when there are no online platforms, particularly for citizens living in remote areas who may need to travel long distances to government offices. Communication between government and the public tends to be slow and inconsistent, as information is mainly passed using notice boards, radio announcements, or word of mouth. Because there is no central database, government agencies lack accurate data to support planning and decision-making, which affects the quality of policies and

Lead City University DO NOT COPY

development programs. Additionally, monitoring and evaluating public projects becomes difficult when tracking is done manually, making it hard to identify waste, inefficiencies, or responsible officers when delays occur.

To address these inefficiencies and improve overall governance of the education system, the adoption of e-governance has become an important strategy. E-governance in education involves the use of digital platforms and information and communication technologies to streamline administrative processes, enhance accountability, and make information more accessible. By digitizing student enrolment systems, for instance, schools and ministries of education can maintain accurate and up-to-date records that support better planning and resource allocation. Similarly, electronic teacher performance monitoring tools help ensure that teaching standards are maintained and that professional development needs are easily identified.

E-governance enables the creation of centralized data management systems that integrate information from schools, examination boards, teacher service commissions, and other educational bodies. This not only strengthens policy implementation but also promotes transparency and provides a reliable basis for evaluating the effectiveness of educational programs. Overall, the adoption of e-governance in the education sector represents a move toward a more efficient, responsive, and data-driven system capable of supporting improved learning outcomes and equitable access to quality education.

This offers several advantages, including transparency, efficiency, accessibility, and improved citizen engagement[5]. It allows for seamless communication between government institutions and citizens through the digitization of public services, enabling quicker responses to citizen needs, efficient resource allocation, and effective decision-making processes[6]. These advantages directly affect public service delivery, especially

Lead City University DO NOT COPY

in key sectors like education, where access to information and communication can significantly enhance outcomes for students, educators, and administrators alike.

In Nigeria, the education system is in dire need of reform, and Lagos State has been at the forefront of driving these changes. The Lagos State government has increasingly recognised that improving education through the adoption of e-governance is key to achieving its broader developmental goals[7]. The education districts in Lagos serve as critical administrative units responsible for ensuring the smooth operation of schools, implementation of policies, and overall service delivery within their respective jurisdictions[10].

Lagos State is divided into six educational districts, each overseeing the administrative, financial, and educational policies within their respective zones. Among these, Districts three (3) and six (6) stand out as particularly important in the overall governance development strategy for the state. For instance, Education District 3 covers areas like Epe, Eti-Osa, Ibeju-Lekki, and Lagos Island, which are critical both economically and socially for Lagos State. These areas are not only known for their economic significance, housing some of the state's most vital commercial and tourism zones, but they also present a diverse socio-economic population that makes them ideal for piloting e-governance reforms in education.

Education District three plays a pivotal role in setting the pace for governance reforms in Lagos State, particularly in how public services are delivered to urban and rural populations alike[12]. The district's unique mix of high-income and low-income areas presents both opportunities and challenges for e-governance adoption. The high literacy rate in areas like Eti-Osa makes it easier to implement e-governance initiatives, while rural areas like Epe provide a contrasting environment where access to digital tools is

Lead City University DO NOT COPY

limited, offering valuable insights into the challenges of implementing e-governance in less developed regions.

Education District six, which includes areas such as Ikeja, Oshodi-Isolo, and Mushin, is another critical zone for governance development in Lagos State. Ikeja, the government capital, houses key government offices and institutions, making District six a strategic hub for political and administrative functions. The district is characterized by a high population density, rapid urbanization, and a large number of public and private schools. This makes District 6 an essential area for testing the effectiveness of e-governance in managing the pressures of an expanding educational system.

District six's importance lies in its role as a microcosm of the broader challenges facing Lagos State in terms of governance and service delivery. Rapid urbanization, coupled with an increasing demand for quality education, places significant pressure on the district's administrative and educational institutions[13]. E-governance offers a solution to many of these challenges, providing tools for efficient resource management, real-time data collection, and improved communication between schools and government agencies.

Meanwhile, Lagos State's educational districts have embraced e-governance in various capacities to enhance the efficiency and effectiveness of service delivery. In Districts 3 and 6, the use of technology in school management, teacher training, and student evaluation has begun to yield positive results. E-governance platforms have facilitated the efficient distribution of resources, allowing for better monitoring and evaluation of school performance[14].

For example, the Lagos State Ministry of Education has introduced several e-governance initiatives aimed at improving public service delivery in education, including the introduction of online portals for student registration, teacher recruitment, and school

Lead City University DO NOT COPY

inspections. E-governance has facilitated more efficient communication between schools and the Ministry of Education, reducing the administrative burden on school principals and allowing for more focus on teaching and learning outcomes[15]. Several scholars have examined the role of e-governance in improving public service delivery, particularly in developing countries like Nigeria.

Studies highlighted the transformative potential of e-governance in promoting transparency, accountability, and efficiency in public administration. However, he also notes that the success of e-governance initiatives depends largely on the availability of infrastructure, political will, and the digital literacy of citizens[16]. Some argues that while the state has made significant progress in adopting e-governance, challenges such as inadequate infrastructure, lack of technical expertise, and resistance to change continue to hinder its full implementation. This is particularly evident in rural areas like Epe in District 3, where access to digital tools remains limited. However, he also notes that District 3's strategic importance to the state's economy and its growing population make it an ideal zone for testing the effectiveness of e-governance in bridging the gap between urban and rural service delivery[17].

Similarly, another scholar posit that the importance of e-governance in improving educational outcomes in Lagos State, particularly in high-density areas like District 6. They argues that the effective use of digital tools in education can help address the challenges of overcrowded classrooms, inadequate teacher training, and inefficient resource allocation. Their study of e-governance initiatives in District 6 found that schools that adopted these technologies saw improvements in student performance, teacher accountability, and overall school management.

Lead City University DO NOT COPY

E-governance and public service delivery in Lagos State's education sector offers valuable insights into the broader challenges and opportunities associated with governance development in Nigeria. Education Districts 3 and 6 are particularly important in this context, serving as key zones for testing and refining e-governance initiatives. While the implementation of e-governance in these districts has yielded positive results, challenges such as inadequate infrastructure, limited digital literacy, and resource constraints continue to hinder its full potential. Addressing these challenges will be crucial for ensuring that e-governance can fully contribute to improving public service delivery and governance development in Lagos State.

1.2 Statement of the Problem

E-governance and public service delivery within the education sector was a critical issue that underscores broader discussions on governance reforms, efficiency, and accountability in public administration. Lagos State, being Nigeria's economic hub, has implemented various e-governance initiatives to improve public service delivery, especially in critical sectors like education. The move towards digital governance in the educational districts reflects an effort to bridge the gap between service demand and delivery capacity. However, despite these initiatives, significant challenges remain, particularly in ensuring the efficiency, transparency, and accessibility of services.

Despite the introduction of e-governance frameworks, previous studies have highlighted several shortcomings in the realization of its potential benefits within the Lagos State educational system. For instance, studies have indicated that the infrastructure necessary to support e-governance platforms, such as stable internet connectivity and reliable power supply, remains inadequate in many schools. This infrastructural gap undermines the effectiveness of digital tools designed to streamline administrative processes and improve service delivery. Additionally, there was a notable lack of capacity-building

Lead City University DO NOT COPY

initiatives aimed at enhancing the digital literacy of education personnel, particularly in districts with fewer resources. This has led to a situation where the technical tools for e-governance are or may be available but are not being utilized optimally due to a skills deficit among public servants. Furthermore, the digital divide exacerbates inequalities in service delivery, as students and teachers in wealthier areas are more likely to benefit from these innovations compared to their counterparts in less affluent regions.

The gap this research seeks to fill lies in the subtle understanding of how e-governance initiatives impact public service delivery in educational districts with varying socio-economic and infrastructural profiles. While previous research had largely focused on the technical aspects of e-governance implementation, such as platform functionality and user engagement, there has been less attention paid to the broader governance implications. This study will go beyond merely assessing the technical efficiency of e-governance platforms by critically examining the governance structures that facilitate or hinder effective service delivery. This was the gap the research intended to fill.

1.3 Aim and Objectives of the Study

The aim of this study is to critically examine e-governance and public service delivery in selected educational districts in Lagos State. Specifically, the objectives of the study were to:

i. evaluate the influence of e-governance initiatives on the efficiency and transparency of public service delivery in Education Districts three and six in Lagos State;
ii. assess the impact of e-governance platforms on accessibility, accountability, and stakeholder satisfaction (teachers, students, and administrators) in public service delivery within Education Districts three and six in Lagos State;

Lead City University DO NOT COPY

iii. identify the barriers that hinder the adoption of e-governance systems in enhancing public service delivery within Education Districts three and in Lagos State; and,

iv. examine the role of e-governance in addressing inequalities and promoting inclusiveness in public service delivery in the education sector in Lagos State.

1.4 Research Questions

1. How does the implementation of e-governance initiatives influence the efficiency and transparency of public service delivery in the education district 3 and 6 in Lagos State?
2. How has the use of e-governance platforms improved accessibility, accountability, and satisfaction of public service delivery among stakeholders (teachers, students, and administrators) in education district 3 and 6 in Lagos State?
3. What barriers hinder the adoption of e-governance systems in enhancing public service delivery within education district 3 and 6 in Lagos State?
4. What is the role of e-governance in addressing inequalities and improving inclusiveness in the provision of public services in the education sector in Lagos State?

Lead City University DO NOT COPY

1.5 Significance of the Study

This study was significant due to its focus on improving educational services through technology. In a rapidly digitalising world, e-governance offers an efficient, transparent, and accountable way of administering public services. Lagos, as Nigeria's commercial hub, is striving to modernize its public sector, and the educational sector is a critical area for this transformation. By investigating how e-governance influences service delivery

in these districts, the study highlights potential improvements in school administration, resource allocation, teacher management, and student performance tracking.

This study was particularly significant now, as the Covid-19 pandemic accelerated the need for digital solutions in education worldwide. The challenges exposed during the pandemic, such as remote learning and administrative inefficiencies, have underscored the importance of leveraging technology to ensure that educational systems are resilient, responsive, and adaptable. The findings can guide policymakers in Lagos and other Nigerian states in implementing effective e-governance strategies to enhance educational outcomes.

The beneficiaries of this study are multifaceted. Policymakers and government officials gained insights into the strengths and weaknesses of current e-governance practices, guiding future reforms. Educational administrators and teachers benefited from streamlined processes, while students experience improved learning environments and better access to educational resources. Parents and the wider community also benefited from enhanced accountability and transparency in the education sector, ensuring that public funds and resources are effectively utilized to meet the needs of the population. Ultimately, this study contributed to the broader discourse on the role of technology in transforming public service delivery in education in Nigeria.

Lead City University DO NOT COPY

1.6 Scope of the Study

The study was confined to a period of five (5) years, that is, from 2019-2024. This scope focused on assessing the adoption, impact, and efficiency of e-governance during this period. These years were selected due to the increased digital transformation initiatives in the public sector and the education system in Lagos, which began gaining traction in 2019. Earlier years were not considered as they preceded the significant integration of e-

governance tools, making the period of study more relevant to capturing tangible outcomes and improvements in service delivery within the districts.

1.7 Limitation of the Study

The quality of data collected may have been affected by respondents' willingness to provide accurate and honest information, particularly if they were concerned about anonymity or potential repercussions. Respondents' perceptions and opinions may have been influenced by personal biases, experiences, or expectations, which could impact the accuracy and reliability of the data.

1.8 Operational Definition of Terms

Administration: In the context of the study, administration refers to the management and coordination of educational institutions in Districts 3 and 6, focusing on decision-making, policy implementation, and service delivery processes that are enhanced by e-governance systems for improved efficiency and accountability.

Digital Transformation: Digital transformation involves the integration of modern digital technologies into the operational processes of educational institutions in Districts 3 and 6, aiming to improve administrative functions, resource management, and service delivery, thus enhancing educational outcomes.

E-governance: E-governance in this study involves the use of digital platforms and ICT tools by educational authorities in Districts 3 and 6 to enhance transparency, efficiency, and communication in delivering education-related services to students, teachers, and the public.

Governance: Governance refers to the processes, structures, and institutions through which public policies and decisions are implemented within Education Districts 3 and 6.

Lead City University DO NOT COPY

It involves oversight of educational services, resource allocation, and ensuring accountability to improve the quality of public education.

Public Service Delivery: Public service delivery refers to the provision and management of educational services, such as teaching, administration, and resources, to the public in Districts 3 and 6. The study examines how effectively these services are delivered through e-governance initiatives.

Lead City University DO NOT COPY

Endnotes

1. C. Dick-Sagoe, *Decentralization for improving the provision of public services in developing countries: A critical review*. Cogent Economics & Finance, 8(1), 2020

2. H. Sofyani, H. A. Riyadh, & H. Fahlevi, *Improving service quality, accountability and transparency of local government: The intervening role of information technology governance*. Cogent Business & Management, 7(1), 2020

3. H. H. Khoza, R. Mashele, L. Ubisi, & R. M. Mukonza, *Effects of e-governance in addressing service delivery backlogs in South African communities: e-governance, another recipe for disaster?.* African Journal of Democracy and Governance, 10(1-2), 2023, pp 17-38.

4. S. Batool, S. A. Gill, S. Javaid, & A.J. Khan, *Good governance via E-Governance: moving towards digitalization for a digital economy.* Review of applied management and social sciences, 4(4), 2021, pp 823-836.

5. V. Grigalashvili, *E-government and E-governance: Various or Multifarious Concepts.* **International Journal of Scientific and Management Research**, 5(01), 2022, pp 183-196.

6. M. M. Cati, T*he Digitization Process in the Italian Public Administration: Future Challenges*. In The Future of Public Administration-Adapting to a Dynamic World. IntechOpen, 2024

7. World Bank, *Worldwide Governance Indicators.* http://info.worldbank.org/governance/wgi/Home/Reports, 2020

8. A, Azzahra, R. Rahayu, N. S. Marlina, N. Saebah, & W. E. Saputro, T*he Role of Education in Economic Growth and Breaking the Chain of Poverty in Indonesia*. Journal of Management, Economic, and Financial, 2(2), 2024, pp 55-63.

9. G. Oyedokun, M. Adeolu-Akande, & D. Oyedokun, D. *Assessing the Status and Challenges of e-Governance and e-Public Services Delivery in Nigeria*, 2022

10. A. Amodu, *History and philosophy of sustainable development: Road-mapping interdisciplinarity for wellbeing*. JIS **Journal of Interdisciplinary Sciences**, 4(1), 2020

11. N. O. Orunbon, & I. P. M Modupe, *School Organisational Silence, Teachers' Job Commitment and Productivity in Senior Secondary Schools Education District I of Lagos State, Nigeria*. **Journal of Educational Sciences,** 5(3), 2021, pp 569-583.

12. O. Ajayi, & D. Sikiru, *Evaluation of the Primary School Component of Universal Basic Education in Lagos East Senatorial District of Nigeria.* **Interdisciplinary Journal of Education,** 4(1), 2021, pp 64-77.

13. F. K. Auwalu, & M. Bello, *Exploring the contemporary challenges of urbanization and the role of sustainable urban development: a study of Lagos City, Nigeria.* **Journal of Contemporary Urban Affairs,** 7(1), 2023, pp 175-188.

Lead City University DO NOT COPY

14. Z. A. Aziz, & A. B. Sallow, *Concepts of E-governance development: A review.* **Eurasian Journal of Science and Engineering**, 8(1), 2022, pp 51-64.

15. C. Onyezere, E. Chukwuemeka, & I. Okpani, *Periscoping Electronic Governance in Nnamdi Azikwe University Awka: Has it really Reinvigorates Employee Service Delivery?* **NG Journal of Social Development,** 13(2), 2024, pp 13-37.

16. C. El Ammar, & C. M. Profiroiu, *Innovation in public administration reform: a strategic reform through NPM, ICT, and e-governance. A comparative analysis between Lebanon and Romania.* Administratie si Management Public, 35, 2020, pp 75-89.

17. U. L. Dano, A. L. Balogun, I. R. Abubakar, & Y. A. Aina, *Transformative urban governance: Confronting urbanization challenges with geospatial technologies in Lagos, Nigeria*. **GeoJournal,** 85,2020, pp 1039-1056.

Lead City University DO NOT COPY

Chapter Two

Literature Review

2.1 Conceptual Review

2.1.1 Governance

Governance, a multifaceted and widely debated concept, has elicited varying definitions and interpretations across disciplines. This conceptual review examines governance through the lens of different scholarly perspectives and critiques these interpretations, offering a simple understanding of the term. Governance has often been described as the processes, mechanisms, and institutions through which decisions are made, and authority is exercised in a society[1]. One widely accepted definition views governance as the methods by which societies organize themselves to achieve collective goals[2]. This definition emphasizes the procedural aspects of governance, including participation, transparency, accountability, and rule of law. While it effectively highlights the structural components essential for governance, it arguably oversimplifies the complexities of power dynamics and cultural contexts that influence governance processes.

Another interpretation of governance focuses on the interplay between public, private, and civil society actors in decision-making. This view shifts the focus from government-centric models to a more inclusive framework that recognizes the contributions of non-state actors[3]. While this perspective enriches the understanding of governance by highlighting the multiplicity of stakeholders, it can be critiqued for underestimating the asymmetrical power relations between these actors[4]. For instance, corporate entities often wield disproportionate influence compared to civil society organizations, raising concerns about equity and inclusivity.

A more functional definition of governance emphasizes its role in achieving specific outcomes, such as economic development, social equity, or environmental sustainability[5].

Lead City University DO NOT COPY

This perspective underscores the instrumental nature of governance, framing it as a means to an end. While this outcome-oriented approach is pragmatic, it risks reducing governance to a technocratic exercise, sidelining normative questions about justice, ethics, and democratic values[6]. Additionally, the focus on outcomes may obscure the importance of processes, which are integral to fostering trust and legitimacy.

Governance has also been conceptualized as a network of interactions among various actors operating across different scales, from local to global[7]. This definition underscores the interconnectedness and interdependence of governance systems, particularly in an increasingly globalized world. However, the network-centric view has its limitations, as it may downplay the hierarchical structures and coercive mechanisms that persist within governance systems. Moreover, it can obscure accountability mechanisms by diffusing responsibility across multiple actors.

Some scholars have defined governance as the exercise of authority to steer society towards collective goals[9]. This definition emphasizes the directive role of governance, highlighting its capacity to influence and shape societal outcomes. While this perspective captures the essence of governance as a guiding force, it can be critiqued for its top-down connotations, which may conflict with participatory and inclusive governance principles. Additionally, it raises questions about whose goals are prioritized and the legitimacy of those making decisions on behalf of society.

A contrasting perspective views governance as a system of self-organization within societies, where collective action emerges organically without centralized control. This definition aligns with anarchist and decentralized governance theories, which advocate for minimal state intervention and emphasize community autonomy. While this approach celebrates grassroots empowerment and self-reliance, it may be critiqued for its idealism

Lead City University DO NOT COPY

and potential inefficiency in addressing large-scale, complex challenges that require coordinated action and resources[10].

Governance is also described as a normative concept encompassing values and principles that guide societal organization and decision-making. This perspective highlights the ethical dimensions of governance, emphasizing justice, equity, and sustainability[11]. While the normative approach provides a moral compass, it can be critiqued for its lack of specificity and operational clarity. Furthermore, the emphasis on ideals may lead to inconsistencies when these principles are translated into practice. The rise of global governance theories has introduced another layer of complexity to the concept.

Global governance is defined as the collective management of international issues through multilateral institutions, transnational networks, and intergovernmental organizations[12]. This perspective highlights the transboundary nature of contemporary challenges, such as climate change and economic globalization. However, it can be critiqued for its reliance on formal institutions, which may lack legitimacy or effectiveness. Additionally, the uneven power dynamics between states and non-state actors in global governance arrangements often lead to questions about equity and representation[13].

In the realm of corporate governance, governance is defined as the systems and processes by which companies are directed and controlled[14]. This perspective emphasizes accountability to shareholders, transparency in decision-making, and the alignment of corporate actions with stakeholder interests. While corporate governance frameworks have enhanced accountability in the private sector, they are often critiqued for their narrow focus on shareholder primacy, which can neglect broader societal and environmental considerations.

Lead City University DO NOT COPY

Another perspective on governance highlights its adaptive and evolutionary nature. This view posits that governance systems evolve in response to changing societal needs, technological advancements, and environmental pressures[15]. It underscores the importance of resilience and flexibility in governance structures. While this perspective captures the dynamic nature of governance, it may be critiqued for its lack of attention to power imbalances and systemic inertia that hinder adaptation. Governance has also been framed as a relational concept, emphasizing the interactions and relationships between actors rather than the formal structures or processes. This perspective draws attention to the social capital, trust, and networks that underpin effective governance. While the relational approach provides valuable insights into the social dimensions of governance, it may be critiqued for its limited applicability in contexts where trust and social cohesion are weak or absent[16].

From a critical theory perspective, governance is viewed as a site of contestation and struggle, where competing interests and ideologies vie for dominance[17]. This perspective highlights the inherently political nature of governance and the role of power in shaping outcomes. While critical theory enriches the understanding of governance by exposing underlying power dynamics, it may be critiqued for its tendency to focus on conflict and inequality at the expense of identifying pathways for constructive change. In sum, the concept of governance encompasses a wide array of definitions, each offering unique insights and limitations. Procedural definitions emphasize the importance of systems and processes but risk neglecting cultural and contextual nuances.

Actor-centric perspectives highlight inclusivity but may underestimate power imbalances. Outcome-oriented definitions focus on pragmatism but may sideline normative considerations. Network-centric views underscore interconnectedness but can obscure accountability mechanisms. Top-down definitions capture the directive role of

Lead City University DO NOT COPY

governance but may conflict with participatory ideals[18]. Decentralized perspectives celebrate grassroots autonomy but may lack scalability. Normative approaches provide ethical guidance but may struggle with practical implementation. Global governance theories address transboundary issues but face challenges of legitimacy and representation[19]. Corporate governance frameworks enhance accountability but may neglect broader societal goals. Adaptive perspectives capture dynamism but may overlook systemic inertia. Relational approaches emphasize social dimensions but may falter in low-trust contexts. Critical theory exposes power dynamics but may focus excessively on conflict. The diversity of perspectives on governance underscores its multidimensional nature and the need for context-specific approaches. While no single definition fully encapsulates the complexity of governance, each contributes to a richer understanding of the concept.

2.1.2 The Features of Governance

Governance encompasses the processes, systems, and structures through which a society manages its economic, political, and social affairs. The features of governance are diverse, reflecting the multidimensional nature of the concept. These features provide a framework for understanding how governance operates within different contexts and its implications for societal progress. The key features discussed in the literature include accountability, transparency, participation, rule of law, equity, responsiveness, efficiency, and inclusiveness.

i. Accountability

Accountability is identified as a core feature of governance. It refers to the obligation of those in power to answer for their actions, decisions, and use of resources. Accountability ensures that public officials and institutions are held responsible for their conduct,

Lead City University DO NOT COPY

providing a mechanism for addressing misuse of power and ensuring that governance aligns with the interests of the public[20]. The literature emphasizes that accountability operates through formal channels, such as elections and judicial oversight, and informal mechanisms, including public scrutiny and civil society engagement. This feature is critical for maintaining trust in governance systems and preventing corruption.

ii. Transparency

Transparency is another prominent feature of governance. It entails openness in decision-making processes, where information is freely available and accessible to those affected by decisions[21]. Transparency reduces opportunities for secrecy and corruption by enabling citizens to monitor and evaluate the actions of their leaders. The literature highlights that transparency is facilitated through policies such as freedom of information laws, public access to government records, and clear communication channels between authorities and citizens[22].

iii. Participation

Participation is frequently cited as a vital characteristic of governance. It refers to the active engagement of individuals and groups in decision-making processes, ensuring that diverse perspectives are considered. Participation can occur through voting, public consultations, community meetings, and other forums that enable citizens to voice their opinions and influence governance outcomes[23]. The literature underscores the importance of inclusive participation, which empowers marginalized and disadvantaged groups to contribute to governance processes. Effective participation strengthens democratic practices, enhances social cohesion, and improves the legitimacy of governance systems[24].

Lead City University DO NOT COPY

iv. Rule of Law

The rule of law is a foundational feature of governance that emphasizes the supremacy of law over individuals and institutions. It ensures that laws are fairly applied, consistently enforced, and accessible to all citizens. The rule of law prevents arbitrary use of power and safeguards fundamental rights and freedoms. Governance systems that adhere to the rule of law provide legal frameworks for resolving disputes, protecting property rights, and promoting justice[25]. The literature notes that effective governance requires impartial judicial systems, independent oversight bodies, and adherence to international legal standards.

v. Equity

Equity is a key dimension of governance, focusing on fairness and justice in the distribution of resources, opportunities, and responsibilities. Governance systems that prioritize equity aim to reduce disparities and address systemic inequalities that hinder social and economic development[26]. The literature highlights that equitable governance involves designing policies and programs that target vulnerable populations, promote social inclusion, and ensure access to basic services such as education, healthcare, and housing.

v. Responsiveness

Responsiveness is identified as an essential feature of governance, reflecting the capacity of institutions to address the needs, demands, and concerns of citizens. Responsive governance entails timely and effective delivery of public goods and services, as well as mechanisms for addressing grievances and resolving conflicts[27]. The literature emphasizes that responsiveness requires proactive engagement with stakeholders, efficient resource allocation, and the ability to adapt to changing circumstances.

Lead City University DO NOT COPY

Governance systems that prioritize responsiveness build trust and strengthen the social contract between governments and citizens.

vi. Efficiency

Efficiency is another significant feature of governance, focusing on the optimal use of resources to achieve desired outcomes. Efficient governance involves minimizing waste, streamlining processes, and ensuring that resources are allocated in ways that maximize public benefit. The literature highlights the importance of adopting modern management practices, leveraging technology, and fostering a culture of accountability to enhance efficiency[29]. Governance systems that prioritize efficiency contribute to economic growth, improve service delivery, and enhance overall societal well-being.

vii. Inclusiveness

Inclusiveness is a critical feature of governance that ensures the representation and participation of diverse groups in decision-making processes. Inclusive governance recognizes the value of diverse perspectives and seeks to address systemic barriers that exclude certain groups from participating fully in societal affairs[30]. The literature emphasizes the importance of creating institutional frameworks and policies that promote gender equality, protect minority rights, and ensure access to opportunities for all individuals.

The literature also highlights interdependence as a feature of governance, emphasizing the interconnectedness of various governance systems and actors. Interdependence reflects the collaborative nature of governance, where governments, private sector actors, civil society organizations, and international institutions work together to address complex challenges[31]. Effective governance requires coordination and cooperation among these stakeholders to align goals, share resources, and implement policies. The

Lead City University DO NOT COPY

literature underscores that interdependence fosters innovation, strengthens partnerships, and enhances the capacity of governance systems to respond to global issues.

Another feature of governance discussed in the literature is adaptability, which refers to the ability of governance systems to evolve in response to changing circumstances and emerging challenges. Adaptive governance involves continuous learning, feedback mechanisms, and the flexibility to revise policies and practices. The literature highlights that adaptability is crucial for addressing uncertainties, such as environmental crises, technological disruptions, and shifting societal needs. Accountability, transparency, participation, rule of law, equity, responsiveness, efficiency, inclusiveness, interdependence, and adaptability collectively shape the nature and functioning of governance[32]. These features provide a comprehensive framework for understanding how governance operates in different contexts and its implications for societal progress. Through the interplay of these elements, governance systems can foster stability, promote social justice, and facilitate sustainable development.

2.1.3 Leadership and Governance in Nigeria: Challenges and Implications

The persistent challenge of bad leadership and governance has been described as one of the greatest setbacks for Nigeria, akin to what many other African nations face. This predicament stems from the flawed foundations of Nigeria's leadership, which were largely inherited from its colonial past. The colonial legacy entrenched a governance style that prioritized self-interest and exploitation over nationalism and the collective good of the people[33]. During colonial rule, governance was marked by resource extraction and a lack of genuine development, leaving a legacy of self-serving leadership that persisted even after independence.

Lead City University DO NOT COPY

At independence, Nigerian leaders inherited a system rooted in exploitation and disconnection from the governed. This orientation, characterized by corruption and the mismanagement of resources, has continued to hinder national progress. Despite decades of independence, the political structure remains fragile. Transitioning from colonial rule to a mix of civilian and military governments, and now a democratic system, one might have expected the emergence of visionary leaders[34]. Unfortunately, this has not been the case. Since the return to democracy in 1999, Nigeria's political landscape has been plagued by shallow democratic participation, abuse of power, disregard for the rule of law, and systemic corruption.

The nation's leadership over the years has often been marked by a lack of vision and commitment to the public good. Instead of fostering development, successive administrations have been embroiled in corruption and mismanagement, leading to economic stagnation and widespread poverty[35]. For much of its post-independence history, Nigeria's political space was dominated by military rule, characterized by autocratic governance, misuse of resources, and gross violations of human rights. The military regimes, spanning from the early 1980s to the late 1990s, entrenched practices of favoritism, embezzlement, and neglect of public institutions, further weakening the country's foundations[36].

When democracy was reinstated in 1999, there was widespread optimism among Nigerians. Citizens hoped for a departure from the corruption and inefficiency of military rule and believed democracy would address pressing issues such as poverty, unemployment, insecurity, and inadequate infrastructure[37]. However, over two decades later, these hopes remain largely unmet. The democratic experiment in Nigeria has been marred by poor governance, widespread corruption, and the failure of leaders to deliver on their promises. Elected officials often misuse power, show insensitivity to the needs

Lead City University DO NOT COPY

of the people, and suppress dissenting opinions, undermining the democratic ideals of accountability and inclusiveness.

Elections, which should serve as the cornerstone of democracy, have become fraught with irregularities and lack legitimacy. The pursuit of power for personal gain has overshadowed the pursuit of the common good, while weak state structures and mediocre leadership have perpetuated the suffering of ordinary citizens[38]. Divisiveness and treachery among the political elite have further eroded societal trust and cohesion, making progress difficult. These dynamics, combined with systemic corruption and a lack of accountability, have created an environment where good governance remains elusive[39].

Despite the lessons that could have been drawn from the failures of previous governments, Nigeria's democratic journey in the Fourth Republic continues to falter. Leadership remains a significant obstacle to national development, with many leaders unable or unwilling to fulfil their primary responsibilities of ensuring safety, progress, and prosperity for the populace[40]. The resulting governance crisis has left the country grappling with insecurity, economic instability, and a lack of basic services. This ongoing failure to deliver on the promises of democracy highlights the urgent need for transformative leadership that prioritizes the welfare of all Nigerians over personal or sectional interests.

2.1.4 E-Government

The concepts of "e-government," "electronic government," and "people online instead of in line" emerged during a time of rapid technological advancements, characterized by the rise of the internet and improvements in processing capacity and data storage[41]. These developments have significantly transformed the landscape of Information and

Lead City University DO NOT COPY

Communication Technology (ICT) use in society and governance. E-government, which refers to electronic governance, emphasizes the application of technology within governance frameworks. Specifically, it involves leveraging ICT for the effective and efficient delivery of services, exchange of information, communication transactions, and the integration of disparate systems and services[42]. This integration facilitates interactions across various levels, including government-to-citizen, government-to-business, government-to-government, and government-to-employee relationships, as well as back-office processes within the entire governmental structure[43].

E-governance, however, is a broader concept than e-government, as it extends beyond the technological delivery of government services to encompass transformative interactions between governments and citizens[44]. While applying ICT, e-governance not only enhances the efficiency of governmental services but also redefines the dynamics of how citizens engage with government institutions and with each other. Its purpose is to improve transparency, accountability, and participation, ultimately enabling and empowering citizens[45]. E-governance fosters new models of citizenship that address both citizen needs and responsibilities in a digital era.

Moreover, e-governance embodies a commitment to reshaping the relationship between governments and stakeholders through increased accessibility and inclusiveness. Governments can achieve more meaningful citizen engagement, ensure equitable service delivery, and promote democratic governance[46]. This broader vision positions e-governance as an enabler of societal transformation, addressing the challenges of traditional governance systems while facilitating new opportunities for collaboration and innovation. While e-government focuses on the technological implementation of governance, e-governance encompasses a more holistic approach. It seeks to integrate

Lead City University DO NOT COPY

technology into governance systems while fostering active participation, empowering citizens, and strengthening the democratic process.

E-government, or electronic government, encompasses the use of information and communication technologies (ICT) to improve the efficiency and effectiveness of government operations and service delivery[47]. A narrow definition of e-government typically focus on its application within the confines of government organizations, particularly the use of the Internet for internal operations and communication[48]. However, this definition can be expanded to include the use of technology in reshaping interactions between governments and citizens, as well as fostering new political relationships. This broader perspective views e-government as a mechanism for enhancing governmental performance across various dimensions, such as the efficient provision of public services, improved access to official information, and fostering accountability within government institutions[49].

The role of ICT in e-government extends beyond the mere adoption of digital tools; it involves a comprehensive transformation of both internal administrative processes and external interactions with citizens and businesses[50]. Governments leverage technologies like Wide Area Networks, the Internet, and mobile computing to re-engineer traditional processes, creating seamless channels for the public to access information and services[51]. These technologies not only improve the speed and cost-effectiveness of operations but also enhance the transparency and accountability of government institutions.

E-government facilitates a wide array of public functions, including research, policymaking, policy execution, communication, democratic oversight, and internal administrative tasks[52]. As these functions are carried out, information is generated, processed, and shared, further highlighting the critical role of ICT in modern governance.

Lead City University DO NOT COPY

While employing these technologies, governments can improve their relationships with citizens, businesses, and other stakeholders by enabling smoother, more efficient interactions and fostering greater trust[53].

One of the significant benefits of e-government is its ability to address key administrative challenges. Issues like bureaucratic inefficiencies and lack of accountability can be mitigated through the implementation of ICT solutions[54]. E-government technologies help governments to operate more effectively while cutting costs. For instance, electronic commerce has been integrated into core government ministries to enhance operations and deliver services more quickly and at a lower cost.

The scope of e-government extends beyond internal improvements to encompass a broader mission: transforming the relationship between service providers (government entities) and stakeholders, including citizens, businesses, and employees[55]. While the use of websites and the distribution of information online are important aspects of e-government, its ultimate goal is far more comprehensive. E-government initiatives are designed to establish robust internet or web-based networks that facilitate communication, collaboration, and service delivery among various governmental bodies and their stakeholders[56].

In essence, e-government offers a potential solution to many of the challenges faced by traditional government structures. To integrating ICT into public administration, governments can enhance their ability to deliver services efficiently, promote democracy, and address issues like bureaucracy[57]. Additionally, these technologies allow governments to adapt to the changing needs of society, fostering innovation and inclusivity in public service delivery. E-government represents a paradigm shift in the way governments interact with their stakeholders and manage their operations. Through

Lead City University DO NOT COPY

the strategic use of ICT, governments can achieve greater efficiency, transparency, and accountability while building stronger relationships with citizens and businesses[58].

E-government refers to the application of Information and Communication Technology (ICT) by governments to transform their internal operations and external interactions with stakeholders, including citizens and businesses[59]. It represents a complex socio-technical system in which diverse stakeholders engage interactively to optimize service delivery and fulfil shared objectives. E-government leverages ICT to enhance the accessibility, efficiency, transparency, and accountability of government operations, ultimately improving public service provision. It enables electronic transactions between the government and societal actors, such as citizens and businesses, through advanced technologies, including the internet. This transformation fosters greater inclusivity and responsiveness in governance, although some definitions of e-government have been criticized for being too narrow, leading to limited interpretations of its broader objectives[60].

The implementation and development of e-government systems have been categorized into five distinct stages by scholars and practitioners worldwide, reflecting the gradual progression in its functionality and integration[61]. The first stage, referred to as one-way communication, involves the establishment of basic websites. At this level, government websites serve primarily as static sources of public information, providing limited engagement or interactivity. The second stage, two-way communication, introduces enhanced websites with regularly updated content. Central government homepages often act as portals linking to various departmental sites, enabling users to download or order documents online[62]. This stage also incorporates search functions, email access, and sections for public feedback and comments, fostering improved interaction between the government and its stakeholders.

Lead City University DO NOT COPY

The third stage is characterized as interactive web presence. At this point, national government websites typically function as comprehensive portals with advanced features[63]. Users can access specialized databases, securely download and submit forms online, and begin utilizing password-protected platforms. These secure interfaces enable users to engage more deeply with government services while ensuring data protection and confidentiality. Overall, the implementation of e-government aims to enhance service delivery, bridge gaps in communication, and promote transparency. However, achieving these objectives requires a holistic approach that considers the complexity and inclusivity of e-government systems[64].

The fourth stage of e-Government development is portal personalization. At this stage, users can conduct secure and comprehensive transactions online. Government websites are designed to allow users to customize portals tailored to their specific needs and priorities[65]. This ensures a user-centric approach where services are accessible directly based on individual requirements. Additionally, the websites are equipped with advanced security measures to ensure the safety and privacy of users' data. The final stage in this progression is the fully integrated portal. At this level, the government provides all services and links through a single unified platform. This eliminates the demarcation between different agencies and departments, enabling seamless access to all transactional services offered by the government[66].

The adoption of Information and Communication Technology (ICT) has revolutionized government communication and service delivery. ICT enables both internal and external government communication to be faster, more precise, and simpler. It enhances outreach and networking capacity, leading to significant cost reductions and improved operational effectiveness[67]. These features are especially beneficial for public services, where efficiency and cost-effectiveness are crucial. Additionally, ICT facilitates 24/7 service

Lead City University DO NOT COPY

availability, promotes transparency and accountability, and supports networked structures in public administration. Through effective information management and knowledge creation, ICT empowers governments to deliver services more inclusively and equitably[68]. It also enables citizens to participate in political processes, fostering informed public consent that increasingly underpins the legitimacy of governments.

E-Government, powered by ICT, offers transformative capabilities that include drastically reducing communication and information costs, maximizing speed, broadening the reach of government services, and overcoming geographical barriers[69]. These benefits allow governments to better serve their populations, creating more responsive and inclusive governance systems. Governments in developing countries are under significant pressure, both internationally and domestically, to modernize their processes and adapt to global standards. Donor organizations and governments from developed nations have repeatedly urged developing countries to enhance transparency, decentralize governance, reduce corruption, and actively participate in the global digital economy[70]. The private sector has echoed these calls, demanding more openness and improved transparency to foster mutually beneficial relationships. Meanwhile, citizens are increasingly vocal in their demands for better, faster, and more accessible services, including extending service offerings to underserved rural areas. These combined pressures have compelled governments in developing nations to embrace transformative changes at an unprecedented scale.

Despite the promise of ICT in advancing e-Government, numerous challenges hinder its effective implementation in developing countries. A significant obstacle is the lack of robust information and communications infrastructure, which is foundational for ICT-driven initiatives[71]. Many developing countries face difficulties in expanding broadband connectivity, ensuring reliable power supplies, and maintaining affordable access to

Lead City University DO NOT COPY

digital technologies. Another critical challenge is the need for human resource development and employment creation. The successful implementation of ICT initiatives requires skilled professionals and a digitally literate workforce, both of which are often lacking in developing regions[72].

Moreover, the global economic positioning of many developing nations poses further difficulties. Limited financial resources and dependence on foreign aid constrain their ability to invest in advanced ICT systems. Insufficient legal and regulatory frameworks also impede progress, as outdated policies fail to address the complexities of digital transformation[73]. Additionally, the lack of clear government strategies further exacerbates the problem, as fragmented or poorly defined plans lead to inefficiencies and missed opportunities.

Corruption presents another significant challenge, especially in political systems where elites manipulate ICT initiatives for personal or political gain. In such environments, resources intended for ICT development may be diverted, and initiatives may lack accountability or fail to prioritize public benefit[74]. While ICT holds immense potential to transform e-Government in developing countries, its implementation is fraught with challenges. Addressing infrastructure gaps, investing in human capital, formulating effective policies, and combating corruption are essential for these nations to fully realize the benefits of ICT and deliver better services to their citizens.

Governance cannot be fully understood without delving into its fundamental meaning. The term "governance" originates from the ancient Greek word kebernon, which translates to "to steer." This term embodies the concept of directing or guiding societal systems and processes[75]. Governance has been defined in various ways, with one interpretation emphasizing “a government’s ability to make and enforce rules, and to

Lead City University DO NOT COPY

deliver services, regardless of whether that government is democratic or not." Thus, governance entails the use of power to steer social systems and regulate the interactions between government entities, businesses, and citizens. It encompasses the mechanisms by which governments or organizations exercise control, ensure accountability, and direct their activities effectively[76].

Another perspective describes governance as "the sound exercise of political, economic, and administrative authority to manage a country's resources for development." This definition emphasizes the systemic institutionalization of governance processes, enabling citizens, organizations, and groups within society to express their interests, exercise their rights, and mediate their differences while pursuing collective goals[77]. Governance, therefore, goes beyond administration to incorporate values like efficiency, accountability, and the overall supervision of public and private institutions to achieve sustainable outcomes. The underlying aim of governance, regardless of its definition, is closely aligned with the principles of good governance, which focus on efficiency, transparency, accountability, and the promotion of sustainable economic development[78].

Good governance is often regarded as the cornerstone of a successful and sustainable public sector. It is defined as the application of economic, political, and administrative authority to enhance the overall functioning of a country's institutions[79]. This includes ensuring the equitable distribution of resources, promoting citizen participation in decision-making processes, and fostering accountability at all levels of governance. The ultimate goal of good governance is to create an environment where institutions can thrive, services can be delivered effectively, and economic growth can be sustained for the benefit of all citizens[80].

Lead City University DO NOT COPY

In recent decades, the adoption of e-governance has gained significant traction globally as part of efforts to reform the public sector and improve service delivery. E-governance, or electronic governance, involves the use of information and communication technology (ICT) to streamline government operations, enhance communication between governments and citizens, and improve the quality of public services[81]. The adoption of e-governance has become increasingly critical in the digital age, where citizens expect faster, more transparent, and more efficient government services.

In Nigeria, the journey toward e-governance began in the 1990s, coinciding with the country's transition to democratic governance. During this period, government websites were developed to facilitate communication and information sharing. Over the years, the Nigerian government has introduced several policies to encourage the integration of ICT into public administration[82]. These initiatives aim to increase awareness among citizens and modernize government operations, ultimately improving the quality of governance. E-governance has since evolved into a vital tool for enhancing government efficiency, transparency, and service delivery[83].

The essence of e-governance lies in its ability to leverage technology to achieve the characteristics of good governance, including transparency, responsiveness, accountability, and inclusiveness[84]. E-governance ensures that public services are accessible and efficient. It fosters citizen participation, builds trust in government institutions, and aligns governance processes with the needs of a modern, digital society. As such, e-governance serves as a critical component of efforts to achieve sustainable economic and social development in Nigeria and beyond.

Lead City University DO NOT COPY

2.1.5 Key Domains of Electronic Governance

E-governance encompasses a range of areas and aspects that focus on utilizing digital technologies to improve the efficiency, accessibility, and transparency of governance. These scopes include e-registration, e-participation, e-taxation, e-mobilization, e-education, e-service delivery, e-feedback, e-policing, e-planning, and the analysis of public financial statements[85]. The implementation of e-governance in various sectors has revolutionized how governments interact with citizens, enhancing the delivery of services and fostering democratic participation.

i. E-Governance in the Education Sector

The education sector in a democratic society, such as Nigeria, serves as a cornerstone for achieving sustainable democracy. Civic education, which includes sensitization about citizens' democratic rights and responsibilities, is critical in ensuring active citizen participation in democratic exercises like voting. The use of internet-based technologies has proven invaluable in facilitating these processes, especially in reaching grassroots communities[86]. Digital platforms can disseminate information on voter eligibility, political rights, and electoral processes, thereby fostering inclusivity and informed participation. This aligns with the principles of democracy, which require consistent two-way communication between political leaders and citizens. E-governance can bridge this gap by enabling continuous interaction beyond election periods, ensuring that leaders receive feedback and remain connected to the needs of grassroots communities[87].

However, criticisms exist regarding the limitations of e-governance in fostering genuine "bottom-up" interactivity. While many government websites provide "top-down" information, opportunities for citizens to engage in meaningful dialogue with official departments remain limited[88]. Advocates of stronger, more direct democracy often

Lead City University DO NOT COPY

highlight this imbalance, emphasizing the need for e-governance platforms that prioritize citizen engagement and feedback mechanisms. Despite these challenges, the adoption of e-governance has significantly improved transparency and accessibility in various educational processes.

One area where e-governance has demonstrated remarkable progress is in recruitment and examination processes within schools, ministries, and government agencies. In the past, these processes were plagued by inefficiencies, lack of transparency, and human manipulation[89]. With the integration of ICT, candidates now apply for recruitment and examinations online, using secure systems such as scratch cards. Examinations are conducted electronically, with scripts marked automatically, ensuring faster and more reliable results[90]. This automation eliminates inconsistencies, reduces the risk of errors, and enhances fairness. For example, age discrepancies and false academic claims, which were once prevalent, can now be identified and addressed effectively during recruitment exercises, particularly in institutions like the Nigerian Armed Forces.

ICT has also transformed education delivery by extending access to learning opportunities and professional development for workers. Remote learning, enabled by digital platforms, has broken geographical barriers, allowing individuals from diverse locations to participate in formal education[91]. This has been especially beneficial for researchers, who now have access to vast resources and tools that were previously inaccessible. Additionally, ICT supports the collection, processing, and analysis of education-related data, enabling more informed decision-making and policy development[92].

The emergence of advanced ICT tools offers new possibilities for developing critical early literacy skills. Digital platforms provide interactive and engaging methods for

Lead City University DO NOT COPY

learning, fostering the development of essential educational competencies[93]. Moreover, ICT infrastructure serves as a foundational element for creating knowledge and information systems that drive innovation in education. Governments can promote equitable access to education and enhance the overall quality of learning experiences. E-governance in the education sector has introduced transformative changes that enhance transparency, efficiency, and accessibility[94]. Through the integration of ICT, education delivery, recruitment processes, and civic engagement have been streamlined, creating opportunities for individuals and communities to thrive in a digitally connected world.

ii. E-Participation and Mobilisation

Urban centres are increasingly plagued by insecurity, necessitating the decentralization of urban management and governance. Decentralisation allows for proximity-based interventions that are essential for effective security measures. Local authorities, being closer to the realities on the ground, can better understand and address the specific needs of their communities[95]. Scholars argue that when the powers of governance—legislative, executive, and judicial—are concentrated in one central body, the effectiveness of governance diminishes. Such centralisation creates a gap between the government and the lived realities of urban residents, leaving the challenges of various neighbourhoods inadequately addressed.

Decentralisation fosters empowerment at the local level, enabling municipalities to implement security policies tailored to their unique challenges. A government closer to its citizens is more responsive to their needs, creating an environment where people can better understand their municipality and actively engage in its governance[96]. Proximity in governance is not only geographical but also cognitive, as it facilitates mutual understanding and collaboration between citizens and local authorities.

Lead City University DO NOT COPY

Citizen participation is a cornerstone of democratic governance, and advancements in information and communication technology (ICT) have revolutionized this engagement through e-governance[97]. E-governance enhances transparency and accessibility, allowing elected representatives to communicate more effectively with their constituents. Through digital platforms, citizens gain access to critical information, enabling them to participate meaningfully in decision-making processes. For e-governance to thrive, strong partnerships between public institutions and private entities are essential. Trust and accountability must underpin these collaborations to transform the potential of e-governance into tangible outcomes. Moreover, awareness campaigns are necessary to encourage citizen involvement, but these efforts are only effective when coupled with efforts to improve literacy levels[98]. Literacy is fundamental for individuals to fully utilize ICT tools and engage with governance mechanisms.

ICT provides a powerful platform for fostering an enabling environment where citizens can actively participate in local governance. While promoting transparency, accountability, and collaboration, decentralization and e-governance collectively empower local authorities to address urban insecurity effectively while enhancing democratic participation and inclusivity[99].

iii. E-Consultation

The integration of Information and Communication Technology (ICT) at the grassroots level plays a transformative role in making government programmes more accessible and informative[100]. ICT ensures that citizens are well-informed about initiatives aimed at fostering sustainable development at the grassroots. Scholars emphasize that the use of e-governance significantly enhances participatory democracy by increasing the

Lead City University DO NOT COPY

availability of political information. This approach empowers citizens, fostering greater transparency and accountability in governance.

Publishing information about local policymaking processes, such as the minutes of City Council meetings or legislative decisions, reinforces the accountability of elected officials to their constituents[101]. It also enables citizens to better understand the process and outcomes of policymaking, such as enacted ordinances, which fosters greater trust in their leaders and the system as a whole. This awareness can lead to increased engagement in the selection of local leaders, ultimately strengthening democratic processes.

Additionally, ICT provides platforms for citizen consultation through online polls, surveys, and other feedback mechanisms. These tools not only improve the quality of decision-making by incorporating diverse perspectives but also promote a collaborative partnership between citizens and their government[102]. Through such interaction, ICT becomes a key enabler of inclusive governance and grassroots development.

iv. E-Policing

The security of lives and property is a fundamental responsibility of any responsible government worldwide. Leveraging technology, e-policing can serve as a vital platform through which citizens report critical security concerns in real time, enabling security agencies to respond promptly and effectively[103]. This system facilitates continuous feedback, ensuring better coordination between the public and law enforcement agencies. Once the security situation in a given area, particularly urban centres, is well understood, community policing, augmented by e-governance, becomes the next critical step. Through the use of electronic tools and applications, individuals can actively participate in monitoring and safeguarding their surroundings; be it homes, workplaces, streets, worship centres, or nearby areas, against potential criminal activities[104].

Lead City University DO NOT COPY

The integration of ICT (Information and Communication Technology) systems significantly enhances the ability to protect lives and property. It empowers citizens to adopt practical security measures such as changing locks, installing alarm systems, improving lighting at entry points, using deadbolt locks, reinforcing sliding doors with metal bars, and utilizing interior door hinges to prevent unauthorized access[105]. These technologies not only deter criminal activity but also create an environment where proactive safety measures are part of everyday life. Communities can collaborate more effectively with law enforcement while fostering a sense of shared responsibility for security. This transformative approach not only strengthens the safety framework but also builds trust and engagement between citizens and security agencies, ensuring a more secure society for all[106].

v. E-planning

Effective planning is essential for the survival and success of any organization, whether in the public or private sector. Through strategic planning, managers can anticipate the factors that will influence the future demand and supply of employees. While planning can be conducted through various traditional methods, the process is becoming increasingly effective when carried out electronically[107]. In the public sector, electronic planning involves a significant level of transparency, where the government informs the public about policies and programs before finalizing their implementation. This proactive approach enables citizens to provide feedback, share opinions, and contribute suggestions to improve government initiatives, ultimately leading to better outcomes[108].

Currently, there are four key areas of e-government within municipal governments: creating secure and collaborative interactions among governmental agencies, offering web-based service delivery, applying e-commerce for more efficient governmental

Lead City University DO NOT COPY

transactions, and promoting digital democracy. These areas are supported by five levels of technical integration, which facilitate different types of interaction and engagement; simple information dissemination (one-way communication), two-way communication (where citizens can make requests and receive responses), service and financial transactions, integration (both horizontal and vertical integration), and political participation[109]. Additionally, e-governance encompasses various other functionalities such as e-debate, e-coordination, e-taxation, e-registration, e-voting, and e-transactions. The use of these technologies fosters a more interactive, transparent, and efficient government-citizen relationship, paving the way for greater civic engagement and more responsive governance[110].

2.1.6 Types of e-Governance

E-governance, a critical tool in modern administrative frameworks, encapsulates the application of information and communication technologies (ICTs) to deliver government services and foster interaction between the government, citizens, businesses, and other stakeholders. As governments worldwide increasingly embrace digital transformation, a growing body of literature explores the multifaceted nature of e-governance, providing insights into its operational forms, challenges, and benefits.

i. Government-to-Citizen (G2C) E-Governance

e-governance refers to the digital interactions and services provided by governments to their citizens, focusing on improving access to public services, enhancing transparency, and fostering citizen engagement[111]. Studies on e-governance recognize G2C as a transformative tool in public administration, streamlining processes and improving the efficiency of service delivery. This digital framework addresses issues like bureaucratic

Lead City University DO NOT COPY

delays, limited accessibility to public offices, and lack of transparency, which have traditionally hindered effective governance[112].

G2C initiatives employ digital platforms to bridge the gap between governments and citizens. E-portals, mobile applications, and other online platforms allow individuals to access various services, such as tax filings, license renewals, healthcare services, and grievance redressal systems[113]. Scholars have emphasized the role of G2C in promoting inclusivity, particularly for marginalized populations. These digital tools democratize access to government services and information.

The success of G2C e-governance is closely tied to the usability and accessibility of the platforms. Research highlights the importance of user-friendly interfaces, multilingual options, and mobile-friendly designs in enhancing citizen adoption and engagement[114]. Furthermore, the integration of emerging technologies such as artificial intelligence and blockchain has improved the accuracy, efficiency, and security of G2C services. For instance, AI-powered chatbots are increasingly being used to provide real-time responses to citizen queries, while blockchain enhances trust in digital transactions by ensuring transparency and security.

Challenges in implementing G2C e-governance persist, particularly in developing economies. Digital divides, stemming from socio-economic disparities, limited internet penetration, and low digital literacy rates, are major barriers[115]. Additionally, concerns over data privacy and cybersecurity have been identified as critical areas requiring government attention. Researchers suggest that addressing these challenges through investments in digital infrastructure, public awareness campaigns, and robust regulatory frameworks can significantly enhance the effectiveness of G2C platforms. Overall, the literature portrays G2C e-governance as a vital mechanism for fostering citizen-centric

Lead City University DO NOT COPY

governance. While leveraging technology to simplify service delivery and promote inclusivity, governments can build trust, enhance public participation, and improve socio-economic outcomes. However, sustained efforts are needed to overcome existing challenges and ensure that G2C initiatives benefit all citizens equitably.

ii. Government-to-Business (G2B) E-Governance

Government-to-Business (G2B) e-governance focuses on streamlining the interaction between governments and businesses through digital platforms. It encompasses the delivery of services, regulatory compliance, and communication aimed at reducing bureaucratic hurdles and fostering a conducive environment for economic growth[116]. Research highlights that G2B systems facilitate processes such as business registration, licensing, tax filings, procurement, and access to tender information, thereby improving operational efficiency for both governments and enterprises[117].

Scholars note that G2B platforms enhance transparency by automating regulatory processes, reducing corruption, and ensuring fair competition in public procurement. These systems lower the time and cost associated with compliance, making it easier for businesses to meet government requirements. Furthermore, digital payment systems integrated within G2B frameworks ensure secure and efficient financial transactions[118]. Despite its benefits, G2B e-governance faces challenges, including interoperability issues, insufficient infrastructure, and resistance to adopting new technologies. Small and medium-sized enterprises, particularly in developing regions, often encounter barriers such as limited digital literacy and high implementation costs. Researchers recommend targeted initiatives such as capacity-building programs and subsidies to encourage widespread adoption[119].

Lead City University DO NOT COPY

iii. Government-to-Government (G2G) E-Governance

Government-to-Government (G2G) e-governance emphasizes the digital integration of processes and information exchange among various government agencies. Its primary goal is to improve interdepartmental coordination, enhance efficiency, and reduce duplication of efforts in public administration[120]. Studies on G2G highlight its significance in creating unified digital platforms that facilitate seamless communication and collaboration between government entities. G2G initiatives enable governments to make data-driven decisions, improve policy implementation, and enhance service delivery to citizens[121]. For example, integrated databases allow agencies to access up-to-date information, reducing redundancies and administrative delays. Furthermore, G2G systems support disaster management, law enforcement coordination, and national security by enabling real-time information sharing across departments.

However, research underscores the challenges of implementing G2G systems, such as incompatibility between legacy systems, lack of standardized protocols, and limited technical expertise within government bodies[122]. Privacy concerns and the need for robust cybersecurity measures are additional considerations. G2G e-governance represents a pivotal step in building efficient and responsive public institutions, fostering a collaborative environment that strengthens governance outcomes.

iv. Government-to-Employee (G2E) E-Governance

Government-to-Employee (G2E) e-governance focuses on digitizing the interaction between governments and their employees to improve workforce management and enhance administrative efficiency[123]. G2E systems are designed to provide employees with easy access to information, streamline processes such as payroll management, and enable professional development through e-learning platforms. Researchers emphasize

Lead City University DO NOT COPY

that these systems play a vital role in enhancing employee satisfaction and productivity by ensuring transparency and efficiency in internal government operations.

One of the key benefits of G2E platforms is the automation of administrative tasks, such as leave applications, performance evaluations, and pension management, which significantly reduces time and effort[124]. Moreover, these systems facilitate better communication between government departments and employees, fostering a more cohesive work environment. E-portals offering training and skill development opportunities also contribute to workforce capacity building, aligning employee capabilities with organizational goals[125].

Despite its advantages, G2E e-governance faces challenges such as resistance to change, lack of digital skills among employees, and the need for substantial investment in infrastructure[126]. Additionally, data privacy concerns remain a critical issue, as sensitive employee information is often stored and processed digitally. To optimize the effectiveness of G2E systems, studies recommend implementing robust cybersecurity measures, conducting digital literacy programs, and fostering a culture of innovation within government institutions.

2.1.7 Benefits of E-Governance in Lagos State

E-governance has become an essential tool for improving public administration and the delivery of services in modern societies[127]. It refers to the application of information and communication technologies (ICTs) to enhance the efficiency, transparency, and accessibility of government operations and services. The benefits of e-governance are widely recognized across various sectors, including education, where its impact is transformative.

Lead City University DO NOT COPY

One of the primary benefits of e-governance is improved transparency and accountability in public administration. Through digitalization government processes, e-governance reduces opportunities for corruption and promotes trust between the government and citizens. Automated systems for tasks such as tax collection, license issuance, and social welfare distribution minimize human intervention, ensuring fairness and efficiency[128]. Additionally, e-governance enhances citizen participation in governance processes. Platforms such as e-voting, online surveys, and grievance redressal systems allow citizens to express their opinions and influence policy-making[129]. This inclusion fosters a sense of ownership and strengthens democratic values. Moreover, e-governance improves service delivery by making government services more accessible and convenient. Citizens can access vital services like healthcare, legal aid, and social benefits online, reducing the need for physical visits to government offices.

Economic benefits also arise from e-governance through cost savings and increased productivity. Digitizing processes reduces the administrative burden and operational costs for the government[130]. Simultaneously, it facilitates ease of doing business, thereby attracting investments and boosting economic growth. Furthermore, e-governance fosters social equity by bridging the digital divide, enabling underserved communities to access essential services and information[131].

In the educational sector, e-governance has significant implications for enhancing efficiency and inclusivity. One critical advantage is improved administrative efficiency. Digitized processes for tasks such as student enrolment, teacher recruitment, and examination management save time and reduce errors[132]. These systems allow educational administrators to allocate resources more effectively and focus on improving the quality of education.

Lead City University DO NOT COPY

E-governance also promotes transparency and accountability in education management. While providing real-time data on student performance, teacher attendance, and resource allocation, it ensures that stakeholders, including parents and policymakers, are informed and engaged[133]. Digital dashboards and reporting systems enable the tracking of key performance indicators, facilitating evidence-based decision-making. Another benefit lies in increasing access to education. E-learning platforms and digital resources supported by e-governance initiatives enable students to access quality education regardless of their geographical location[134]. This is particularly vital in Lagos State, where urbanization and population growth have led to disparities in educational opportunities. Online learning materials and virtual classrooms bridge the gap for students in underserved areas.

E-governance also empowers teachers by providing them with access to training programs and teaching resources. Digital platforms facilitate professional development, helping teachers stay updated with modern pedagogical techniques. Moreover, technology-driven systems reduce their administrative workload, allowing them to focus more on teaching and mentoring students[135]. Finally, e-governance enhances inclusivity in education. Digital tools can accommodate students with special needs through customized learning experiences and assistive technologies. In a diverse society like Lagos State, this ensures that no student is left behind in accessing quality education.

2.1.8 Factors Affecting E-Governance Implementation

E-governance, which relies heavily on information and communication technology (ICT) to deliver public services, promote transparency, and enhance accountability, faces several challenges[136]. Among the most critical factors affecting e-governance are ICT infrastructure, human capital, and online service communication. These factors present

Lead City University DO NOT COPY

significant hurdles, particularly in developing countries, where technological and economic limitations exacerbate the challenges.

i. Information Communication Technology Infrastructure

The availability and deployment of ICT infrastructure are foundational to the success of e-governance initiatives. However, inadequate ICT infrastructure remains a significant obstacle in many countries, especially those in the developing world[137]. The digital divide, characterized by disparities in access to technology and connectivity, exacerbates these challenges. E-governance requires robust networks for the effective distribution and communication of services, which is difficult to achieve in areas with poor infrastructure[138].

Inadequate internet penetration, limited access to broadband services, and a lack of modern ICT tools hinder the widespread adoption of e-governance. Establishing the necessary infrastructure is both capital-intensive and technically demanding, creating barriers for governments in developing countries[139]. These challenges impede the delivery of essential public services, such as online tax filing, electronic voting, and digital healthcare solutions. To overcome these issues, governments must prioritize investment in ICT infrastructure and collaborate with private sectors to bridge the digital divide[140].

ii. Human Capital

The role of human capital is another critical component in the implementation of e-governance. The level of human development directly influences the willingness of citizens and employees to adopt e-governance services. A major difficulty in transitioning to e-governance is the resistance among employees who view the shift from traditional methods to computerized systems as a threat to their job security[141]. Many

Lead City University DO NOT COPY

employees fear that automation and digital transformation will render their roles redundant. Leadership plays a crucial role in addressing these challenges. Leaders must identify resistance points and create strategies to manage them effectively. Training and retraining programs are essential to equip employees with the necessary skills to adapt to new roles within the e-governance framework[142]. Reassigning employees to different roles rather than eliminating positions helps alleviate job insecurity, thereby fostering a smoother transition.

Furthermore, continuous human capital development is vital in the rapidly evolving ICT landscape. Governments must invest in capacity-building programs to enhance the technical proficiency of employees and ensure they remain adaptable to emerging technologies[143]. A skilled workforce is pivotal for governments to reap the full economic and operational benefits of ICT and e-governance.

iii. Online Service Communication

Access to the internet is a fundamental requirement for citizens to benefit from e-governance services. However, poor internet connectivity and limited access to digital tools remain significant barriers, particularly in underserved communities. The "digital divide" refers to the disparity between individuals who have access to ICT resources and those who do not[144]. This divide creates inequities in the ability to use e-governance services. Effective online service communication ensures that public services are delivered efficiently through ICT. These services, such as online portals for tax payments, application processing, and grievance redressal, promote transparency and accountability[145]. However, without widespread internet access, the potential benefits of e-governance are inaccessible to large segments of the population. Governments must address this issue by improving internet infrastructure and making digital resources

Lead City University DO NOT COPY

affordable and accessible. The successful implementation of e-governance requires addressing critical factors such as ICT infrastructure, human capital development, and online service communication. Governments must adopt a holistic approach that includes investments in technology, training programs for employees, and measures to bridge the digital divide[146]. Only by overcoming these challenges can e-governance achieve its objectives of improving service delivery, enhancing transparency, and fostering accountability.

iv. Risk

E-government implementation carries several risks, particularly in social, security, financial, and legal domains. Among these, security risks stand out as the most critical. Protecting the privacy and confidentiality of citizens is a paramount concern in e-government systems. Any compromise in privacy can lead to a loss of trust in such initiatives[147]. Security risks include the unauthorized access, alteration, or destruction of sensitive data and systems. For successful e-government implementation, robust mechanisms must be in place to safeguard individual privacy and to ensure that data and systems are protected from illegal breaches or malicious attacks. Security issues are compounded in developing countries due to inadequate cybersecurity frameworks, limited resources, and insufficient awareness among stakeholders[148].

v. Infrastructure

In developing countries, the lack of adequate infrastructure is one of the most significant barriers to the successful deployment of e-government projects. Infrastructure challenges include limited fixed-line telecommunications, inadequate electricity supply, and low internet penetration[149]. These issues create a multifaceted gap that hinders e-government at several levels. Firstly, insufficient infrastructure obstructs government departments

Lead City University DO NOT COPY

and agencies from delivering e-services effectively. Many government entities lack the technological capacity to build, operate, and maintain e-government systems. Secondly, infrastructure gaps impede citizens from accessing these services. For example, in rural or underserved areas, individuals may not have access to the internet or the devices required to engage with e-government platforms[150]. Lastly, unreliable infrastructure often degrades the performance of existing e-government systems. Frequent power outages, poor connectivity, and subpar maintenance of technological systems can result in disruptions that discourage user adoption and erode confidence in the system's reliability. Governments must collaborate with the private sector to bridge these gaps, leveraging public-private partnerships to scale solutions.

vi. Interoperability

Interoperability is a critical factor in the successful implementation of e-government systems. It refers to the ability of independent systems and devices to communicate with one another and share data seamlessly[151]. Unfortunately, in many developing countries, e-government systems are fragmented and operate in silos. Ministries, departments, and agencies (MDAs) often implement systems independently, resulting in a lack of integration and coordination. This fragmented landscape undermines the benefits of e-government by preventing the efficient exchange of information and data between different entities[152]. For example, a citizen trying to access government services may face difficulties if their data cannot be shared across multiple agencies, leading to delays and redundancies. Without interoperability, the full potential of e-government remains unrealized, and citizens are unable to access comprehensive and streamlined services. To overcome this challenge, governments must prioritize the development of interoperable systems by adopting common standards, frameworks, and protocols.

Lead City University DO NOT COPY

vii. Digital Divide

The digital divide remains a significant obstacle to the widespread adoption of e-government. This divide reflects the gap between individuals who have access to digital technologies, such as the internet and computing devices, and those who do not. In developing countries, the digital divide is particularly pronounced, with large segments of the population lacking access to the necessary infrastructure or the digital literacy required to engage with e-government platforms[153]. This divide creates a service gap, restricting e-government adoption to those with the means and skills to use the technology. Those who lack access are excluded from the benefits of e-government, perpetuating social and economic inequalities[154]. For instance, rural communities and marginalized groups are often left out of digital transformation efforts, further widening the gap. Additionally, digital literacy programs should be implemented to equip citizens with the skills needed to engage with e-government services. Collaboration with non-governmental organizations (NGOs) and private sector entities can also help bridge the digital divide by promoting inclusivity in digital initiatives.

viii. Policy Gaps

Policies play a vital role in guiding the implementation and use of e-government systems. However, in many developing countries, there is a lack of clearly defined policies specifically tailored to e-government. Instead, e-government initiatives are often governed by broader national information and communications technology (ICT) policies or are left to the discretion of individual MDAs[155]. This lack of coherent policy frameworks creates inconsistencies in e-government implementation, resulting in fragmented efforts and missed opportunities. For example, while countries like

Lead City University DO NOT COPY

Singapore and Malaysia have successfully implemented standalone e-government policies, many other developing nations struggle to establish similar frameworks[156].

ix. Funding Constraints

Funding is a critical factor in the successful adoption of e-government systems. E-government projects require substantial financial resources for their initiation, development, and ongoing maintenance[157]. Unfortunately, many developing countries face significant funding constraints, relying heavily on donor support to finance their initiatives. This reliance on external funding poses several risks. For example, when donor support is withdrawn or reduced, governments often struggle to sustain their e-government projects, leading to stalled progress or abandoned systems. Additionally, the lack of stable funding undermines the long-term viability of e-government initiatives, preventing them from reaching their full potential[158]. To overcome funding challenges, governments must prioritize e-government in their national budgets and explore alternative funding mechanisms, such as public-private partnerships.

2.1.9 The Nexus between Good Governance and Service Delivery in Nigeria

Good governance plays a pivotal role in fostering accountability and enhancing service delivery by enabling citizens to hold public administrators responsible for their actions[159]. It establishes a governance framework centered on transparency, equity, and inclusivity while promoting active citizen participation through decentralized systems. This decentralized approach allows broader segments of the population to engage in governance processes, ensuring that service providers operate within a framework of tolerable and sustainable governance principles[160]. Effective service delivery is, therefore, reliant on well-established control systems that foster collaboration between private and public entities, thereby enhancing efficiency and accountability.

Lead City University DO NOT COPY

Institutions such as the Auditor-General's Office, the Public Protector's Office, and the Anti-Corruption Commission are integral to supporting accountable governance. These entities act as safeguards against the mismanagement of public resources and provide oversight mechanisms that ensure public administrators adhere to ethical and effective management practices[161]. This underscores the need for establishing robust governance structures at the local level, which can serve as conduits for engaging citizens in decision-making processes. These structures not only facilitate the smooth implementation of government policies and programs but also create a sense of ownership among the citizenry, further strengthening the link between governance and service delivery[162].

Governance structures essentially define how decisions are made, implemented, and understood within both public and private organizations. They encompass the rules, processes, and practices that guide the direction, control, and management of institutions. In this context, governance is a strategic tool for ensuring accountability, transparency, and inclusivity in local administration[163]. Counties and municipalities that prioritize good governance practices are better equipped to manage resources effectively, implement policies efficiently, and address the needs of their populations comprehensively.

A critical aspect of good governance is its ability to promote public participation, which allows citizens to contribute actively to local development initiatives. This participatory approach enhances municipal transparency, as it compels public officials to be more open about their decisions and actions[164]. In turn, accountability in service delivery improves, as citizens have a direct role in evaluating the effectiveness of policies and programs.

2.1.10 E-Governance and Service Delivery

As revealed earlier, the concept of e-governance originates from the broader idea of governance. Governance, in its essence, refers to the application of economic, political,

Lead City University DO NOT COPY

and administrative authority in managing the affairs of a nation. This includes articulating citizens' interests, exercising legal rights, and fulfilling obligations. Governance is deemed effective when citizens' rights are prioritized, their voices are acknowledged, and their input is integrated into the policymaking process[165].

E-governance, as defined by various scholars, entails the application of technology by governmental organizations to transform their operations and interactions with citizens, thereby fostering a more impactful society. It is the implementation of Information and Communication Technology (ICT) by government agencies and civil society organizations to encourage regular participation of citizens in governance and administrative processes[166]. E-governance focuses on promoting accountability, creating awareness, and ensuring transparency in government administration. Its primary concern lies in transforming administrative and managerial processes within organizations to enhance efficiency and service delivery[167].

E-governance emphasizes the internal use of information technology and internet-based solutions to manage resources such as human capital, materials, and finances. This arrangement is aimed at supporting and streamlining managerial activities within organizations[168]. Moreover, research highlights the internet's potential to facilitate good governance and transparency, particularly in enhancing service delivery. This improvement can be seen in how citizens request services, provide suggestions, and access information from government institutions[169].

The advent of e-governance marks a significant departure from traditional public administration models. It introduces a modernized approach to delivering government services through ICT[170]. Scholars define e-governance as the management of public affairs using ICT, emphasizing that this adoption enhances effectiveness, efficiency,

Lead City University DO NOT COPY

accountability, and transparency in governance. It fosters citizen engagement in public policymaking, thereby simplifying policy implementation and improving public service delivery[171].

It is important to note that e-governance extends beyond the mere presence of a government website on the internet. It encompasses strategic objectives aimed at streamlining and sustaining governance among governments, citizens, businesses, and other stakeholders[172]. E-governance fosters connectivity among these parties, facilitating smoother and more efficient interactions and processes. Essentially, e-governance acts as a support system that promotes good governance, as both share similar objectives. Key goals of e-governance include overcoming barriers to coordination within public administration, restructuring administrative processes and functions, and monitoring governmental performance[173].

Furthermore, some scholars view e-governance as a form of public service that operates in a "one-stop, non-stop" manner. Others describe it as an integrated system of governance that facilitates the processing of information and the application of communication technologies to achieve governance objectives[174]. E-governance is thus a mechanism for enhancing the quality of services delivered to citizens. It uses ICT to transform government processes, providing services, information, and knowledge to the public[175]. This transformation builds better relationships between governments and citizens, enabling smoother, easier, and more efficient interactions.

From the above definitions and perspectives, e-governance can be summarized as the use of information technology to improve service delivery to citizens while facilitating faster communication between governments and the public. The following features characterize e-governance:

Lead City University DO NOT COPY

1. **Integration of Processes and Structures:** E-governance combines various processes and organizational structures to enhance governance.
2. **Government-Citizen Interaction:** It emphasizes active engagement between governments and citizens.
3. **Utilization of ICT Tools:** E-governance involves the application of software, hardware, the internet, and other ICT devices for governance purposes.
4. **Public Sector Reform:** It aims to digitize governmental processes and improve public service delivery across all levels of governance[176].
5. **Improved Government Operations:** E-governance enhances the conduct of government businesses by promoting efficiency and transparency.

E-governance serves as a transformative approach to managing public affairs, ensuring accountability, transparency, and citizen participation, while significantly improving service delivery and communication between governments and the public.

2.1.11 E-governance in Nigeria

Numerous studies have established that government services in developing nations, particularly in Africa, remain largely inaccessible through digital platforms. The African region lags significantly behind the rest of the world in terms of e-government development[177]. Basic government services that are easily accessible online in developed nations are often unavailable or severely limited in many African countries. As a result, most governmental functions are still performed manually, leading to inefficiencies and service delivery gaps. This slow pace of digital transformation has contributed to the overall low adoption of e-government services across the continent and has limited the ability of government employees to provide efficient and effective services[178].

Lead City University DO NOT COPY

In Nigeria, public sector service delivery is a fundamental mechanism for implementing government policies. Beyond its policy implementation role, the public sector is responsible for delivering essential services to ministries, departments, and agencies (MDAs)[179]. However, the effectiveness of these services has continuously fallen short of expectations due to inefficiencies in the methods of delivery. The traditional public administration model, which has long been reliant on paper-based systems, has proven to be cumbersome and outdated. This reliance on manual processes has led to various challenges, including bureaucratic bottlenecks, excessive delays in service delivery, and the centralization of office locations, making it difficult for citizens to access essential government services conveniently[180]. Additionally, issues such as corruption, lack of transparency, and the absence of accountability have further compounded the inefficiencies in service delivery.

One of the most pressing challenges associated with the current public administration system in Nigeria is the time-consuming nature of service delivery. Citizens often experience prolonged wait times due to the numerous procedural requirements that characterize government transactions[181]. These bureaucratic hurdles discourage citizens from engaging with government agencies, thereby limiting access to essential public services. Furthermore, the geographical centralization of government offices means that individuals residing in rural and remote areas must travel long distances to access these services, further exacerbating the problem of accessibility[182].

Corruption is another significant obstacle that has hindered the efficiency of public service delivery in Nigeria. The manual nature of government processes creates opportunities for unethical practices, such as bribery and favoritism, as officials have the discretion to delay or expedite services based on personal interests[183]. This has resulted in a lack of trust in public institutions, further discouraging citizens from engaging with

Lead City University DO NOT COPY

government agencies. Transparency in public service delivery remains a major concern, as many governmental transactions are not properly documented or monitored, making it difficult to hold public officials accountable for inefficiencies and misconduct[184].

Given these persistent challenges, there has been a growing call for reforms aimed at modernizing public service delivery in Nigeria. The transition from a traditional paper-based system to an efficient, technology-driven e-government framework is essential for improving service efficiency, enhancing transparency, and reducing corruption[185]. The implementation of digital platforms for government services would not only streamline bureaucratic processes but also improve accessibility for citizens across different regions of the country. The Nigerian government can enhance the speed, quality, and accountability of its public service delivery, ultimately fostering greater citizen trust and engagement in governance[186].

The public service delivery model in Nigeria requires urgent transformation to address its numerous inefficiencies. The continued reliance on manual processes has led to delays, limited accessibility, and corruption, making it difficult for citizens to access essential services[187]. Embracing e-government solutions presents a viable path toward addressing these challenges and ensuring a more transparent, efficient, and citizen-centric public administration system. The Nigerian government must prioritize digital transformation initiatives to bridge existing service gaps and align with global trends in e-government development.

2.1.12 History of E-Governance Implementation in Nigeria

Over the years, the Nigerian government has made significant efforts to integrate information and communication technology (ICT) into governance, recognizing its transformative potential in enhancing efficiency, transparency, and service delivery[188].

Lead City University DO NOT COPY

The journey towards e-governance in Nigeria began in earnest in 2001 when the federal government launched the National Information Technology Policy. This policy was designed to create a roadmap for ICT adoption across various sectors of the economy, including governance. To facilitate the implementation of this policy, the government established the National Information Technology Development Agency (NITDA). NITDA was tasked with formulating regulatory frameworks, promoting ICT deployment, and ensuring that technological advancements aligned with national development goals[189]. However, the pace and scope of e-governance implementation have varied significantly across different levels of government and agencies, leading to a fragmented approach to ICT adoption in governance.

The introduction of e-governance in Nigeria underscored the critical realization that no modern government could function effectively without leveraging digital technologies. The increasing reliance on internet services and digital platforms for governance demonstrated the necessity for a structured national framework to guide ICT adoption. Recognizing this need, the federal government formulated a comprehensive national ICT policy, which culminated in the enactment of the National Information Technology Development Act by the National Assembly in 2007[190]. This Act provided the legal and institutional backing necessary for driving ICT implementation across various government agencies and ministries. As a result, several government institutions began integrating ICT into their operations, thereby fostering the gradual digital transformation of governance in Nigeria[191].

To further coordinate and streamline ICT development in the country, the federal government established the Ministry of Communication Technology. This ministry was specifically charged with overseeing ICT initiatives, ensuring the harmonization of digital transformation efforts across different government bodies, and driving progress

Lead City University DO NOT COPY

toward achieving the country's e-governance objectives[192]. Under the ministry's guidance, several initiatives were introduced to accelerate the deployment of technology and digital infrastructure. These initiatives aimed at ensuring that various arms of government, as well as institutions such as educational establishments, security agencies, and public service organizations, were equipped with modern ICT capabilities[193].

One of the earliest major ICT implementation projects in Nigeria was the National Rural Telephony Programme, which sought to extend telecommunication services to underserved rural communities. Other key initiatives include the Public Service Network, designed to enhance communication and data sharing among government agencies, and the ICT facilities loan scheme, which enabled state and local governments to procure ICT tools necessary for digital governance[194]. Additionally, the Internet Exchange Point Initiative was introduced to facilitate efficient local internet traffic routing, thereby improving data accessibility and reducing dependence on foreign internet infrastructure. The Wire Nigeria Project was another critical endeavour aimed at expanding broadband penetration and digital connectivity nationwide[195].

The overarching goal of these initiatives was to promote accelerated technological development and establish a robust digital infrastructure capable of supporting e-governance objectives. A fundamental aspect of achieving this goal has been making computers, internet services, and other ICT-enhancing equipment accessible and affordable to the general population[196]. The government has recognized that for e-governance to be effective, citizens must be empowered with digital skills and access to technology.

A notable outcome of ICT implementation in governance has been the increased transparency in financial allocations and expenditures. For instance, the Ministry of

Lead City University DO NOT COPY

Finance now publicly displays allocations to state and local governments on its official website. This public access to financial information promotes accountability and ensures that government resources are utilized effectively[197]. E-governance in Nigeria continues to evolve, offering new opportunities to enhance service delivery, improve government efficiency, and foster a more inclusive and participatory governance system. Despite challenges such as inadequate digital infrastructure in some regions, inconsistent policy implementation, and cybersecurity concerns, the strides made in e-governance highlight the government's commitment to leveraging technology for national development[198].

2.1.12 Roles of Stakeholders in E-Governance Implementation in Nigeria

E-governance has emerged as an essential tool for enhancing public service delivery across the globe, but its successful implementation requires the concerted efforts of various stakeholders. In Nigeria, the adoption and implementation of e-governance have been driven by the collective contributions of key players, each playing a crucial role in ensuring its success[199].

One of the primary stakeholders in e-governance implementation is the information technology (IT) service providers, including the National Information Technology Development Agency (NITDA). NITDA has been instrumental in formulating policies and frameworks that promote the integration of technology in governance[200]. The leadership of the country, comprising the executive, legislative, and judicial arms of government, also plays a significant role by creating enabling policies, legal frameworks, and funding initiatives that support e-governance adoption[201].

Additionally, Ministries, Departments, and Agencies (MDAs) of the government and their employees are essential stakeholders in e-governance implementation. These institutions are responsible for deploying and maintaining digital platforms for service

Lead City University DO NOT COPY

delivery, ensuring compliance with government policies, and facilitating the seamless flow of information across various sectors[202]. Moreover, the users of e-services, including businesses, citizens, and non-governmental organizations (NGOs), contribute to the success of e-governance by engaging with digital platforms, providing feedback, and advocating for improved service delivery[203].

Nigeria has made significant strides in strengthening its telecommunication and ICT sector, making it one of the fastest-growing markets in Africa. However, for e-governance to be fully realized, there is a need for continuous investment in digital infrastructure, capacity building, and policies that enhance the accessibility and efficiency of electronic services[204]. Expanding e-governance to all sectors of society will promote transparency, improve efficiency in public service delivery, and facilitate seamless communication between government agencies and citizens.

2.1.13 Nigerian's E-Readiness on Implementation of E-Governance

E-readiness is a measure of how well a nation is prepared to utilize information and communication technologies (ICTs) for governance, economic development, and societal advancement[205]. It assesses a country's ability to create, diffuse, adopt, and utilize various components of a networked economy. Traditional tools used to evaluate e-readiness often focus on economic aspects, measuring a nation's preparedness for business growth and economic expansion. However, e-readiness also encompasses political dimensions, particularly in the realm of e-governance, which is the application of ICTs to enhance governmental processes, public service delivery, and citizen engagement. While e-commerce and e-governance are interconnected, this discussion will primarily focus on e-governance[206].

Lead City University DO NOT COPY

E-readiness involves several key components, including technological infrastructure, legal frameworks, institutional capacity, human resource development, and political commitment[207]. In the realm of ICT connectivity, crucial factors to consider include access to and availability of ICT services, affordability, quality, reliability, and the efficiency of the electrical supply system. Without these foundational elements, a nation's ability to leverage ICTs for governance remains severely limited. Political considerations also play a critical role in determining e-readiness. Leadership vision, policy priorities, strategic planning, coordination among government agencies, public-private partnerships, and efforts toward digital inclusion significantly impact a nation's ability to implement effective e-governance[208].

Additionally, the security of information within a digital ecosystem is a crucial component of e-readiness. Societal trust in digital systems is dependent on the robustness of legal frameworks governing information dissemination, enforcement mechanisms against misuse, and internal system security[209]. Without clear regulations and enforcement strategies, digital governance initiatives may face resistance and inefficacy. Another crucial factor is ICT literacy within society. Assessing the extent to which primary, secondary, and higher education institutions incorporate ICT education provides insight into a population's preparedness to engage with digital governance tools[210].

In the context of Nigeria, evidence suggests that the adoption of e-government initiatives remains relatively low. Most government websites are still in the publishing stage, primarily providing static information with limited interactive capabilities. Only a handful of government institutions have progressed to the transactional stage, where online services are available[211]. Furthermore, some institutions have bypassed the interactive stage, neglecting opportunities for citizen engagement, feedback, or requests, mirroring trends observed in other African nations.

Lead City University DO NOT COPY

Several barriers hinder the successful implementation of e-governance in Nigeria. One of the most pressing challenges is inadequate infrastructure. Electricity supply remains erratic, limiting access to digital services. Internet diffusion is also limited, with large portions of the population lacking stable and affordable internet access[212]. Additionally, low adult literacy rates exacerbate the digital divide, as many citizens lack the necessary skills to navigate digital platforms.

Political and administrative challenges further complicate e-governance implementation. The maturity of governmental processes remains a concern, as bureaucratic inefficiencies slow down the adoption of digital governance initiatives[213]. Moreover, weak inter-agency coordination and a lack of clear digital policies create additional barriers. The absence of robust physical communication networks also limits the reach of e-governance services, particularly in rural areas. Addressing these challenges requires a multi-faceted approach, including investments in digital infrastructure, policy reforms, and targeted capacity-building initiatives aimed at fostering digital literacy and governance efficiency. Only through such efforts can Nigeria fully leverage ICTs to enhance governance, service delivery, and citizen participation[214].

2.1.13 Challenges of E-Governance Implementation in Nigeria

E-governance refers to the integration of information and communication technology (ICT) into governmental processes to enhance service delivery, governance efficiency, and citizen participation. It encompasses a wide range of digital applications across various sectors, including education, healthcare, agriculture, security, and general governance[216]. Despite its transformative potential, e-governance implementation in Nigeria has faced numerous obstacles, leading to a high failure rate of projects, with less than 20% achieving full success. Even in cases where projects are completed, many

Lead City University DO NOT COPY

suffer from poor execution, weak regulatory frameworks, and increased susceptibility to corruption. Several barriers have been identified in the literature regarding the implementation of e-governance in Nigeria. These challenges can be broadly categorized into financial, infrastructural, political, and socio-economic constraints.

i. Insufficient Financial Resources and Policy Inconsistencies

A major obstacle to e-governance in Nigeria is the lack of adequate financial resources. Budgetary constraints and shifting government priorities often result in inconsistent funding for digital governance initiatives. Many projects, such as e-administration platforms and digital identity systems, are abandoned mid-way due to insufficient financial allocation[217]. Others suffer from chronic underfunding, leading to outdated infrastructure, slow service delivery, and security vulnerabilities. The lack of sustained investment also hampers the training of personnel and the maintenance of existing systems. Without a stable financial commitment, e-governance efforts struggle to achieve widespread adoption, ultimately limiting their impact on governance efficiency.

ii. Poor Planning and Political Instability

E-governance projects in Nigeria require careful planning and sustained commitment, but these essential factors are often missing. The country experiences frequent changes in government leadership, leading to inconsistent policy directions that disrupt project continuity[218]. Each new administration tends to prioritize its own initiatives while neglecting or completely abandoning projects started by previous governments. This lack of continuity results in delays, inefficiencies, and wasted resources. Additionally, political instability worsens the situation, as shifting political interests and short-term governance cycles hinder long-term digital transformation efforts[219]. As a result, many e-governance initiatives struggle to achieve their intended impact and sustainability.

Lead City University DO NOT COPY

iii. Inadequate ICT Infrastructure and Digital Divide

One of the major obstacles to the successful implementation of e-governance in Nigeria is the country's underdeveloped ICT infrastructure. Essential facilities such as broadband internet, data centres, and telecommunication networks are predominantly available in urban areas, while rural communities face significant connectivity challenges[220]. This uneven distribution creates a stark digital divide, preventing many Nigerians, especially those in remote locations, from accessing online government services. The problem is further compounded by low digital literacy, inadequate electricity supply, and widespread poverty, which limit the ability of individuals to adopt and effectively use digital platforms[221]. As a result, e-governance efforts struggle to achieve nationwide inclusivity and effectiveness.

iv. Insecurity and Lack of Skilled ICT Personnel

The security and efficient management of ICT facilities and data systems in Nigeria face significant challenges due to a shortage of skilled professionals. Many government institutions struggle with a lack of adequately trained IT personnel to oversee, maintain, and safeguard e-governance platforms[223]. This skills gap hinders the smooth operation of digital government services, leading to inefficiencies and frequent technical failures. Additionally, the absence of cybersecurity expertise increases the vulnerability of government databases to hacking, data breaches, and other cyber threats. Without a well-trained workforce to implement robust security measures, e-governance initiatives remain at risk, limiting their reliability and long-term sustainability[224].

v. **Reluctance to Share Information and Bureaucratic Red Tape**

Many government institutions in Nigeria are reluctant to share information, leading to limited transparency and accessibility. This lack of openness has resulted in policies that

Lead City University DO NOT COPY

restrict public access to essential government data[225]. Additionally, some government websites contain minimal or outdated information, reducing their utility for citizens seeking digital services.

vi. **Poor Implementation and Quality of E-Governance Content**

Government agencies often struggle with the effective implementation of e-governance projects. In many cases, the content provided on digital platforms is either insufficient or of low quality. This inadequacy hinders meaningful citizen engagement and reduces trust in digital governance initiatives[226].

vii. **Limited Internet Penetration and High Connectivity Costs**

Despite a growing tele-density rate, internet access in Nigeria remains inconsistent, particularly in remote areas. The high cost of internet services further exacerbates the problem, preventing many citizens, especially those in rural communities, from accessing e-governance platforms.

viii. **Power Supply Issues**

Nigeria's erratic electricity supply is a major challenge to the sustainability of e-governance systems. Frequent power outages disrupt internet services, data centres, and other critical ICT infrastructure, thereby reducing the reliability and efficiency of digital government services[227]. Many telecommunications and ICT service providers rely on diesel-powered generators, increasing operational costs and limiting scalability.

ix. **Resistance to Change Among Civil Servants**

A significant proportion of government employees exhibit resistance to adopting new technologies. The traditional bureaucratic culture, coupled with a fear of redundancy, makes it difficult for many civil servants to embrace digital transformation[228]. This

Lead City University DO NOT COPY

reluctance hinders the full adoption of e-governance policies and limits efficiency improvements in government operations. Beyond the primary obstacles outlined above, several other critical challenges pose a threat to the successful implementation of e-governance in Nigeria:

Cybersecurity Threats and Computer Crimes

Cybercrime is a growing concern in Nigeria, affecting both government institutions and citizens. Common threats include:

1. **Hacking and Malware Attacks:** Unauthorized access to government databases and the introduction of malicious software disrupt e-governance services.
2. **Identity Theft and Fraud:** Personal information is often exploited for fraudulent activities, undermining trust in digital government services[229].
3. **Phishing Scams:** Many citizens fall victim to phishing attacks that impersonate government agencies, leading to financial losses and data breaches.

Online Fraud and Net Crime

E-governance systems are highly susceptible to cyber fraud, which include:

i. **Unauthorized Data Manipulation:** Some government employees exploit weak security frameworks to alter or falsify digital records.
ii. **Misuse of System Tools:** Inadequate security policies allow individuals to manipulate existing software for fraudulent purposes[230].
iii. **Internet Scams:** A variety of scams, such as fake government grants or tax refund fraud, are propagated through the internet, taking advantage of uninformed citizens.

Lead City University DO NOT COPY

Privacy and Data Protection Concerns

Data privacy remains a significant issue in Nigeria, as many government institutions lack robust policies for protecting personal information. The unauthorized collection and sale of citizens' data raise ethical and security concerns. Without stringent data protection laws, e-governance platforms risk being exploited for malicious purposes[231]. The successful implementation of e-governance in Nigeria is hindered by a combination of financial, infrastructural, technological, political, and cultural challenges. Additionally, fostering a culture of transparency and openness within government institutions will improve citizen engagement and trust in e-governance systems. If these challenges are systematically addressed, Nigeria can leverage e-governance to enhance public service delivery, promote transparency, and foster national development[232].

2.1.14 The Efficiency and Effectiveness of Public Service Delivery in Nigeria

Nigeria, a nation with an estimated population of approximately 205 million people, stands as the most populous country in Africa, accounting for about 47% of the total population of West Africa. The country is characterized by immense ethnic diversity, with over 450 ethnic groups, each possessing its own distinct language and cultural heritage[233]. Given this vast diversity, Nigeria operates a federal system of government in which different layers of government function independently, each responsible for the delivery of public services at various levels, as stipulated by constitutional provisions. The Nigerian public service, which is as old as the country itself, originated from the British colonial administration[234]. It was primarily designed to facilitate the exploitation and exploration of the country's natural resources to serve British interests rather than to advance the welfare of the local population.

Lead City University DO NOT COPY

At the time of Nigeria's independence in 1960, there were high hopes and aspirations that the newly sovereign state would be able to provide socio-economic goods and services that would enhance the well-being of its rapidly growing population. However, the Nigerian public service, over the decades, has been unable to meet these expectations. Instead of functioning as a key driver of government policies aimed at economic and social development, it has consistently underperformed, failing to deliver services effectively[235]. This persistent inefficiency has resulted in a long history of public dissatisfaction and disappointment. The public sector's level of inefficiency and decay is such that service delivery within the government is not comparable to that in the private sector. Consequently, the inefficacy of the public service has exacerbated socio-economic issues such as widespread poverty, rising inequality, limited access to quality education and healthcare services, and an ever-widening gap between the government and the citizens, further deepening public distrust in governmental institutions[236].

Given the numerous criticisms surrounding the poor performance of public service delivery in Nigeria, successive governments have found it imperative to embark on various reforms aimed at restructuring and improving the efficiency of the public sector[237]. The objective of these reforms has been to make the public service more responsive to citizens, more output-driven, and consumer-oriented. Although several policy initiatives have been introduced over the years with the potential to enhance public service delivery, these reforms have largely failed to achieve their desired objectives. The primary reasons for these failures include deep-rooted corruption within the public service, policy inconsistency and lack of continuity in reform implementation, weak monitoring and evaluation mechanisms, misalignment between policy decisions and policy targets, and excessive political interference[238]. The persistence of these challenges has meant that most reform policies, despite their intended benefits, have not significantly

Lead City University DO NOT COPY

improved service delivery in the public sector. Recognizing the persistent failures of traditional reform policies, the government has sought alternative approaches to address these challenges, one of which is the adoption of Information and Communication Technology (ICT) in public administration[239].

One of the critical challenges confronting the implementation of e-governance in Nigeria's public service is the shortage of trained and skilled personnel required to operate and manage ICT-based systems. This problem is particularly pronounced in developing countries where there has been a long-standing deficiency in the availability of qualified professionals and inadequate human resource development in the public sector[240]. The successful implementation of e-government initiatives requires a range of technical, commercial, and managerial competencies. Specifically, technical skills are needed for designing, installing, and maintaining ICT infrastructure, while operational and managerial skills are necessary for handling digital platforms, managing online service functions, and effectively interacting with the public through digital channels[241].

To bridge the human capital gap and address the skills shortage, it is essential to implement comprehensive knowledge management initiatives focusing on staff training and capacity building[242]. These initiatives would aim to equip public servants with the fundamental skills required for the effective adoption and utilization of e-government systems. However, a major obstacle to achieving this goal is the high cost associated with the procurement of ICT infrastructure and the training of personnel. Given the financial burden involved, the government has often been reluctant to fully commit to the implementation of e-governance in the public sector[243]. This hesitancy, coupled with the lack of adequately skilled workers, has further impeded the success of e-government initiatives in Nigeria. Without a well-trained workforce capable of managing and

Lead City University DO NOT COPY

optimizing ICT applications for service delivery, the intended benefits of e-governance cannot be fully realized.

In addition to addressing human capital deficiencies, the adoption of e-governance has also been seen as a viable strategy for combating corruption in Nigeria's public service. For decades, Nigeria has been consistently ranked as one of the most corrupt countries in the world by various anti-corruption organizations[244]. The country's ranking on Transparency International's Corruption Perceptions Index has often been among the lowest, reflecting the deep-seated corruption within public institutions. Although analysts differ on the exact period when corruption became entrenched in Nigeria's public service, some trace it back to the immediate post-independence era, while others attribute its escalation to the public service purge undertaken during the Murtala/Obasanjo military administration in 1975[245].

The regimes of Generals Ibrahim Babangida and Sani Abacha are widely regarded as the most corrupt in Nigeria's history. Ironically, despite the widespread corruption during these regimes, international corruption ranking agencies did not consistently place Nigeria at the very bottom of their assessments[246]. However, during the administration of Chief Olusegun Obasanjo, which made anti-corruption a central policy focus, Nigeria consistently ranked among the world's most corrupt nations. Between 1999 and 2007, the country remained among the top five most corrupt nations globally. One of the key observations regarding corruption in Nigeria is that the more revenue a government has at its disposal, the higher the scale of corruption[247]. During Obasanjo's administration, Nigeria's revenue exceeded the total revenue accrued from independence in 1960 to the point at which he took office. Despite these financial resources, corruption persisted, undermining developmental efforts.

Lead City University DO NOT COPY

In an attempt to curb corruption, the Obasanjo administration established two key anti-corruption agencies: the Independent Corrupt Practices Commission (ICPC) and the Economic and Financial Crimes Commission (EFCC). These agencies were granted extensive powers to investigate, arrest, and prosecute individuals suspected of corrupt practices[248]. Additionally, they were empowered to collaborate with international partners in tracking down cross-border financial crimes and fraudulent activities. These agencies received both local and international support in the form of financial assistance and personnel training in modern crime detection and investigative techniques. However, despite these measures, corruption remained deeply entrenched within public institutions[249]. Nigeria's corruption perception index score was a mere 2.4, with a ranking of 134 out of 178 countries surveyed. Although there were minor improvements in subsequent years, Nigeria continued to struggle with systemic corruption, indicating the need for a more effective approach in the fight against corrupt practices in public service.

Given the limitations of traditional anti-corruption measures, the government turned to e-governance as an alternative mechanism to enhance transparency and accountability in public administration. The deployment of digital governance platforms has the potential to minimize human interactions in public service transactions, thereby reducing opportunities for bribery, favouritism, and other corrupt practices[250]. E-governance can help ensure greater accountability and foster public trust in government institutions. Additionally, digital platforms can facilitate real-time monitoring of financial transactions and service delivery performance, further strengthening the fight against corruption[251].

Despite its potential benefits, the implementation of e-governance in Nigeria continues to face significant challenges, including infrastructural deficits, inadequate funding, resistance to change within the public sector, and the lack of a clear regulatory framework

Lead City University DO NOT COPY

to guide digital transformation initiatives[252]. To maximize the benefits of e-government, it is crucial for the government to make substantial investments in ICT infrastructure, provide adequate training for public servants, and establish robust legal and institutional frameworks to support digital governance initiatives. Without these foundational measures, the objectives of e-governance in improving service delivery and combating corruption may remain largely unfulfilled[253].

2.1.15 Public Service Delivery and Information Technology in Nigeria

The efficient flow of information is a crucial prerequisite for the effective day-to-day functioning of government institutions. Consequently, the integration of Information and Communication Technology (ICT) into public administration has become essential in fostering seamless interactions between citizens and government agencies. ICT plays a fundamental role in governance, resource management, service provision, and accountability. It serves as a critical enabler of efficiency and effectiveness in public sector operations, ultimately contributing to improved service delivery and good governance[254].

Information technology is a tangible resource comprising various equipment and interconnected systems designed to process, store, manage, and transmit data in diverse forms. These technological tools enable government institutions to streamline administrative processes, enhance communication, and facilitate decision-making. The adoption of ICT in governance enhances transparency, reduces bureaucratic inefficiencies, and promotes data-driven policy implementation[255]. Digital platforms, electronic databases, and automated service delivery mechanisms significantly improve responsiveness to public needs and foster greater accessibility to government services.

Lead City University DO NOT COPY

Public service delivery, on the other hand, encompasses the provision of essential services that cater to the welfare and development of citizens. These services include healthcare, quality education, energy, transportation, water supply, and security of lives and property[256]. Unlike the private sector, where consumer demands drive service delivery, the public sector is often confronted with more complex and multifaceted challenges. Public service provision is typically subject to political, economic, and institutional constraints that influence its efficiency and effectiveness. Furthermore, the quality of service delivery is often measured by citizens' satisfaction, accessibility, affordability, and the impact of services on societal well-being[257].

The provision of high-quality public services strengthens the social contract between governments and citizens, serving as a fundamental measure of governance and an important indicator of societal progress[258]. Governments worldwide, both in developed and developing countries, prioritize efficient service delivery as a key objective. In fragile states and developing economies like Nigeria, effective public service provision is even more critical for achieving national development goals, including the Millennium Development Goals (MDGs) and the Sustainable Development Goals (SDGs). Ensuring equitable and efficient service delivery is essential for reducing poverty, promoting social inclusion, and fostering economic growth[257].

However, in Nigeria, the public perception of service delivery remains largely negative. Many citizens express dissatisfaction with the quality, accessibility, and efficiency of public services, which often fall short of expectations. A desk-based literature review and on-the-ground observations reveal numerous systemic challenges that hinder effective service delivery[258]. These challenges include political interference, bureaucratic inefficiencies, corruption, and inadequate infrastructure. One prevalent issue is the use of public services as patronage tools, where government officials distribute resources and

Lead City University DO NOT COPY

opportunities based on political affiliations rather than public need. Such practices undermine merit-based service provision and exacerbate social inequalities.

Additionally, inconsistencies and disparities between federal, state, and local government policies create fragmentation in service delivery mechanisms. These policy gaps often result in overlapping responsibilities, inefficiencies, and poor coordination among government agencies[259]. Furthermore, some citizens, due to dissatisfaction with formal service delivery channels, opt for informal and unregulated service providers. This phenomenon is particularly evident in security services, where individuals and communities resort to vigilante groups or militant organizations to fill gaps in official law enforcement[260].

2.1.16 Education

Education has long been recognized as a powerful tool for societal transformation and national development. It is intricately linked to the progress of nations, playing a vital role in the growth and prosperity of economies. Education serves as both a catalyst and a mechanism for progress by imparting knowledge, shaping behavior, and providing individuals with the necessary skills for navigating the complexities of the world[261]. It is considered not only a fundamental human right but also an essential pillar that contributes significantly to the advancement of individuals and societies.

At its core, education is a means of enabling individuals to adapt and integrate into their respective societies. It equips people with the ability to explore the world around them, leverage resources, and apply knowledge for their survival and success[262]. Education is not just about academic learning; it encompasses the nurturing of personal and social skills that help individuals become responsible and productive members of society. As a critical phase in the education process, secondary school education plays a pivotal role

Lead City University DO NOT COPY

in bridging the gap between primary and tertiary education. It builds on the foundation laid at the primary level while providing students with advanced skills and knowledge necessary for higher education or the workforce[263].

Moreover, education is recognized as a right by various governments and global organizations, reinforcing the idea that every individual should have access to quality education[114]. Many countries have made education compulsory at least up to a certain age to ensure that children have the opportunity to acquire the skills and knowledge needed for personal development and societal contribution. This universal access to education is part of the broader movement for educational reform, which calls for evidence-based policies and practices that ensure education systems are equitable, inclusive, and effective in addressing the diverse needs of students[264].

Historically, education has evolved from informal, traditional methods of learning to formal, structured systems. In the earliest stages of human civilization, education was transmitted orally, with elders passing on essential knowledge and skills to the younger generation[265]. These teachings were typically conveyed through oral traditions, storytelling, and imitation. As societies grew in size and complexity, the need for a more formalized education system emerged, leading to the establishment of schools and structured learning environments. Today, formal education occurs within well-defined systems, typically taking place in schools, where certified teachers provide instruction to groups of students in classrooms[266]. These systems are often guided by values and ideals that shape the curriculum, teaching methods, and overall educational experience.

A thorough exploration of the concept of education reveals that it encompasses a broad spectrum of perspectives. Some view education as a tool for personal development, while others emphasize its role in promoting social change, economic growth, and national

Lead City University DO NOT COPY

development[267]. Education is seen as a mechanism for social mobility, offering individuals the opportunity to improve their socioeconomic status and contribute to the overall welfare of society. It is also viewed as a means of transmitting cultural values, norms, and practices from one generation to the next, ensuring the continuity of societal traditions and knowledge[268].

The relationship between education and development is multi-faceted. Education is often seen as a key indicator of development, with higher levels of education correlating with greater economic prosperity, improved health outcomes, and enhanced social stability[269]. In many societies, education is viewed as a pathway to achieving economic success, with individuals who have access to quality education being more likely to secure well-paying jobs and contribute to the economic growth of their communities. Additionally, education plays a crucial role in fostering innovation, technological advancement, and the overall progress of society. It empowers individuals to think critically, solve problems, and create solutions that address pressing global challenges[270].

Furthermore, education is not solely concerned with the acquisition of academic knowledge. It also plays a significant role in shaping individuals' attitudes, values, and behaviors. Through education, individuals learn about their rights and responsibilities, develop social and emotional skills, and gain an understanding of the world around them[270]. This holistic approach to education ensures that individuals are not only equipped with practical skills but also the moral and ethical frameworks needed to navigate the complexities of modern society.

Education is an essential driver of personal, societal, and national development. It serves as a tool for individual empowerment, social mobility, and economic growth. The evolution of education from informal to formal systems has been driven by the need to

Lead City University DO NOT COPY

meet the changing demands of society, and today, it remains central to the growth and progress of nations[271]. Education is not only about acquiring knowledge and skills but also about shaping individuals' values and behaviors, fostering social change, and promoting the overall well-being of society. As the world continues to face new challenges and opportunities, the role of education in shaping the future remains as crucial as ever.

2.1.17 Education and E-Learning

E-learning involves utilizing information and communication technology (ICT) to improve and facilitate the teaching and learning process. It encompasses various forms, from students accessing coursework and using emails while studying on campus to fully online educational programs. This mode of learning enables seamless knowledge transfer, unrestricted by time, location, or subject matter. It creates opportunities for education in areas where traditional learning may be inaccessible while also equipping learners with essential digital literacy skills for success in today's global knowledge economy[272].

The concept of e-learning has evolved from early computer-based training to more advanced, technology-enhanced learning methods. It is primarily delivered through personal computers but also incorporates other communication technologies. E-learning facilitates and enhances learning by integrating both computer and communication tools[273]. The range of devices used for this purpose includes desktop computers, laptops, CD-ROMs, televisions, mobile phones, MP3 players, and personal digital assistants. Communication technologies further expand these capabilities by incorporating the Internet, email, discussion forums, collaborative software, classroom management systems, and team-based learning platforms. Additionally, networks such as intranet, extranet, local area networks (LANs), and wide area networks (WANs) contribute to

Lead City University DO NOT COPY

connectivity and engagement. Other tools include audio and video recordings, satellite technology, interactive television lectures, virtual learning environments, diagnostic assessment tools, competency certification programs, and electronic portfolios[274].

Unlike traditional distance learning, e-learning is an umbrella term that covers all ICT-based tools, networks, and electronic media that enhance teaching and learning by facilitating knowledge and skill transfer[275]. The advancement of the Internet and multimedia technologies has been a major driver of e-learning, contributing to the growth of consulting, content development, technologies, services, and support systems that form the core sectors of the e-learning industry. This form of education is applicable at all levels, making it an effective teaching and learning approach regardless of the stage of education[276].

One of the key characteristics of e-learning is that it provides a self-paced, learner-controlled environment where students have greater autonomy over their educational experiences. This allows individuals to progress at their own pace and convenience. The shift in education from a teacher-centered approach to a learner-focused model has significantly contributed to the widespread adoption of e-learning[277]. The extent to which e-learning replaces or complements traditional teaching methods varies widely, ranging from minor supplementation to fully online distance education.

In professional development, e-learning has gained prominence as an effective means of workforce training and skill enhancement. As global educational challenges continue to grow, there is increasing recognition of the role of technology in meeting these demands[278]. E-learning involves integrating electronic devices into the learning process, ensuring seamless communication between instructors and learners. Whether implemented in traditional schools or through distance education, e-learning has

Lead City University DO NOT COPY

transformed the delivery of education by making it more flexible, accessible, and efficient. The continuous evolution of technology further strengthens its role in modern education, reinforcing its importance in both formal and informal learning environments[279].

2.1.18 Justification of E-Governance

Governments worldwide are increasingly adopting electronic governance (e-governance) to enhance administrative processes, improve public service delivery, and integrate digital solutions into governance. Below are key justifications for the implementation of e-governance:

i. Enhancing Technological Preparedness for the Present Generation

A major reason for adopting e-governance is to equip the current generation with the necessary skills to operate in a digital world where information and communication technology (ICT), particularly computers and the internet, are essential. The impact of ICT on research and various other domains has been profound[280]. ICT policies and strategies play a crucial role in shaping Africa's response to globalization and fostering the growth of an African Information Society. Governments can create an environment where digital literacy is promoted, enabling citizens to engage effectively in the modern digital economy.

ii. Facilitating Governance and Simplification of Processes

E-governance serves the strategic purpose of simplifying governance for governments, businesses, and citizens. It facilitates active engagement by empowering citizens and enabling their participation in governance. This digital transformation ensures that administrative processes are more transparent, efficient, and accountable. Governments can address societal needs effectively while promoting seamless interaction between the

Lead City University DO NOT COPY

government, businesses, and the public. The ultimate goal is to create a system where governance is responsive and adaptable to the evolving demands of society[281].

iii. Promoting Good Governance

A core objective of e-governance is to enhance good governance, which is defined by key principles such as transparency, accountability, and public participation. Advances in digital communication technologies and the internet have revolutionized how governments interact with citizens. These advancements create opportunities to foster greater public engagement, thereby strengthening the democratic process. E-governance facilitates online discussion forums and enhances the effectiveness of pressure groups, ensuring that citizens' voices are heard and considered in decision-making processes[282]. Ultimately, the integration of ICT in governance fosters inclusive governance at all levels.

iv. Improving Public Service Delivery and Information Dissemination

The introduction of e-governance is driven by the need to enhance public service delivery, ensure transparency, and facilitate real-time information dissemination. E-governance allows for a transformational shift where government services are delivered efficiently using digital platforms. This transformation is vital for ensuring accessibility and responsiveness in public administration. The use of digital technologies enables government officials to operate more efficiently through online platforms, mobile communication, and digital applications[283]. Citizens can easily access vital information, thereby fostering trust in public institutions. Furthermore, an interconnected digital government enhances governance efficiency, reduces transaction costs, and strengthens transparency in decision-making processes.

Lead City University DO NOT COPY

v. Enhancing Citizens' Quality of Life

A fundamental goal of e-governance is to improve the lives of citizens by integrating government services in an unprecedented manner. The automation of traditional paper-based administrative processes increases efficiency and facilitates seamless interactions between the government and the public. Governments can enhance accessibility, reduce bureaucratic bottlenecks, and create a citizen-centric governance model. Ultimately, e-governance initiatives streamline service delivery, making governance more inclusive and beneficial to all members of society[284].

vi. Integration of Government's Ministries, Departments and Agencies

Another essential aspect of e-governance is the integration of government ministries, departments, and agencies to promote seamless online interaction. Digital governance fosters coordination among various governmental bodies, enhancing their collective efficiency. Additionally, e-governance strengthens relationships between governments and key societal stakeholders, including businesses and non-governmental organizations (NGOs). The business sector plays a significant role in public service delivery, as it supports government initiatives through outsourcing and innovation. Given government limitations in service delivery, collaborations with private enterprises can optimize efficiency and contribute to economic growth[285]. E-governance promotes a more inclusive and dynamic governance framework.

2.1.19 Impact of E-Governance Platforms on Accessibility, Accountability and Stakeholder Satisfaction in Education

E-governance platforms in education have become transformative tools, fundamentally reshaping interactions between educational institutions, governments, and various stakeholders. These platforms provide innovative solutions to long-standing challenges

Lead City University DO NOT COPY

in the education sector, particularly in enhancing accessibility, promoting accountability, and improving stakeholder satisfaction. E-governance platforms are driving systemic improvements and fostering inclusive, transparent, and efficient educational ecosystems[286].

i. Accessibility

The introduction of e-governance platforms has dramatically improved accessibility within the education sector. These platforms bridge geographical barriers, enabling students, educators, and administrators to access educational resources and services remotely. For students and parents, digital portals such as student information systems allow seamless access to academic updates, attendance records, and grade reports. This convenience significantly enhances engagement and participation, particularly in areas where physical infrastructure is lacking[287].

Inclusion is another critical dimension of accessibility. E-governance platforms enable governments to reach marginalized and rural populations by providing educational services through mobile applications and web portals. This reduces the digital divide and ensures that education is accessible to all, regardless of geographic or socio-economic constraints. However, the success of these platforms' hinges on the availability of essential infrastructure, such as reliable internet connectivity and adequate digital literacy[288]. In developing regions, the lack of these foundational elements often limits the reach and impact of e-governance initiatives. Addressing these challenges requires collaborative efforts between governments, private organizations, and international bodies to develop and implement sustainable infrastructure projects.

The potential of e-governance to democratize education cannot be overstated. By making educational resources available online, these platforms empower learners to pursue

Lead City University DO NOT COPY

knowledge at their own pace. Furthermore, the integration of multimedia content, such as video lectures and interactive modules, caters to diverse learning preferences, fostering an inclusive environment that accommodates students with varying needs and abilities. However, to maximize their impact, e-governance platforms must prioritize equitable access by addressing issues such as affordability, regional disparities, and technological barriers[289].

ii. Accountability

E-governance platforms have also revolutionized accountability within the education system. These platforms enable real-time monitoring and data-driven decision-making. Administrators can track teacher performance, student progress, and institutional compliance with unprecedented accuracy and efficiency. Tools such as dashboards and management information systems (MIS) provide valuable insights that help identify inefficiencies and implement targeted interventions[290].

The digitization of financial transactions is another significant aspect of e-governance platforms, promoting transparency and reducing opportunities for corruption. By ensuring that funds allocated to education are utilized appropriately, these platforms enhance public trust and confidence in the education system. Moreover, data analytics and reporting tools allow policymakers to assess the effectiveness of educational programs, facilitating evidence-based policymaking and continuous improvement[291].

Despite these advantages, e-governance platforms are not without challenges. Data privacy and security concerns remain a significant hurdle. The centralized nature of these systems makes them vulnerable to cyberattacks, potentially compromising sensitive information about students, teachers, and institutions. Additionally, the misuse of data by unauthorized individuals or entities poses ethical and legal challenges. To address these

Lead City University DO NOT COPY

issues, robust cybersecurity measures and stringent data protection policies must be implemented, ensuring that e-governance platforms operate securely and ethically[292].

Resistance to change is another obstacle to accountability. The shift from traditional administrative methods to digital systems often encounters pushback from stakeholders accustomed to conventional practices. Overcoming this resistance requires comprehensive training programs and awareness campaigns that emphasize the benefits of e-governance. By fostering a culture of accountability and transparency, these platforms can transform the education system into a more efficient and equitable entity[293].

iii. Stakeholder Satisfaction

Stakeholder satisfaction is a key metric for evaluating the success of e-governance platforms in education. By streamlining communication and service delivery, these platforms enhance the overall experience for students, parents, educators, and administrators. Features such as automated notifications, personalized dashboards, and online grievance redressal systems foster engagement and trust among stakeholders, building confidence in the education system[294].

For parents, e-governance platforms offer a window into their child's academic journey. Real-time updates on attendance, grades, and behavioral patterns enable parents to stay informed and involved, strengthening the home-school partnership. For educators, these platforms simplify administrative tasks, allowing them to focus more on teaching and less on paperwork[295]. Students, in turn, benefit from personalized learning experiences and easy access to educational resources, enhancing their academic outcomes.

However, the usability of e-governance platforms plays a crucial role in determining stakeholder satisfaction. Poorly designed interfaces, technical glitches, and lack of user training can lead to frustration and reduced engagement. To address these issues,

Lead City University DO NOT COPY

developers must prioritize user-friendly designs and ensure that platforms are intuitive and accessible to individuals with varying levels of digital literacy. Regular feedback from users can also inform continuous improvements, ensuring that e-governance platforms remain responsive to the needs of stakeholders[296].

The successful implementation of e-governance platforms in education is exemplified by several case studies worldwide. In some countries, digital initiatives have transformed the education landscape by integrating technology into every aspect of the system. These platforms enable governments to monitor school performance, distribute scholarships, and track student enrollment efficiently. For instance, centralized digital systems allow seamless access to curricula, grades, and attendance records, demonstrating the transformative potential of e-governance in driving systemic improvements[297].

Cross-cultural studies reveal that the adoption of e-governance platforms is influenced by socio-economic factors, governmental support, and cultural attitudes toward technology. In regions where governments actively promote digital literacy and invest in technological infrastructure, e-governance platforms achieve higher adoption rates and greater success. Conversely, in areas with limited resources or resistance to technological change, these platforms often struggle to gain traction[298].

2.2 Theoretical Framework

A theory is a systematic framework of ideas that explains phenomena, establishes relationships between variables, and provides a foundation for understanding and predicting outcomes[299]. It organises knowledge logically, helping researchers interpret observations and draw meaningful conclusions. In advanced research, theory is crucial as it provides a structured foundation for knowledge, connecting existing insights to new discoveries. It guides the research process by shaping hypotheses, questions, and

Lead City University DO NOT COPY

methodologies, ensuring coherence and rigor. Theories also possess explanatory and predictive power, allowing researchers to understand why phenomena occur and anticipate future behaviors under similar conditions[300].

Moreover, theories offer a framework for interpreting data, ensuring findings are contextualized and meaningful. They enable generalisation by applying results beyond individual cases, making research applicable across different settings. Additionally, the testing and refinement of theories foster innovation, leading to new discoveries and advancements in the field.

2.2.1 Disruptive Innovative Theory

The Disruptive Innovation Theory was developed by Clayton M. Christensen, a professor at the Harvard Business School, in 1995, and later expanded in his influential book *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*[301]. The theory was initially introduced in collaboration with Joseph Bower in their Harvard Business Review article titled *Disruptive Technologies: Catching the Wave*[302]. Christensen formulated the theory to explain why leading and well-managed organizations often fail despite making rational decisions and maintaining high operational standards, especially in periods of technological or market transformation.

The theory emerged from Christensen's study of the technological changes in the computing and manufacturing industries during the late twentieth century. He observed that established firms, though efficient, often ignored new technologies that initially appeared inferior or less profitable. These emerging technologies, however, gradually improved and eventually displaced dominant firms in the market. Christensen used this observation to propose that disruptive innovations begin at the low end of the market or in new market segments that established firms typically overlook. Initially, such

Lead City University DO NOT COPY

innovations underperform in comparison to mainstream products, but as they improve, they begin to capture the larger market, ultimately displacing existing technologies and practices[301].

The theory differentiates between sustaining innovations and disruptive innovations. Sustaining innovations improve existing products or services and maintain the dominance of leading firms. Disruptive innovations, on the other hand, create new markets or redefine existing ones by offering more accessible, affordable, and simplified alternatives that attract new or underserved customers[301]. Over time, these innovations disrupt the established market order and compel incumbent firms or institutions to adapt or risk becoming obsolete.

Describing disruption as a process that unfolds in stages; first, new entrants introduce products that serve marginalized or low-end users. Second, these products are initially dismissed by incumbents because of their perceived low quality. Third, as the products evolve, they gain broader acceptance and attract mainstream consumers. Finally, the innovations achieve widespread dominance, transforming the industry or institutional landscape. Notable examples include the rise of personal computers over mainframes, digital photography's displacement of film, and streaming platforms' disruption of traditional media. In each case, disruption redefined accessibility, affordability, and value creation.

The relevance of the disruptive innovation theory extends beyond the private sector into areas such as public administration, education, and governance. In these domains, innovation may take the form of new administrative systems, digital governance tools, or technology-driven service mechanisms that transform how governments operate. For instance, e-governance the use of information and communication technologies (ICT) to

Lead City University DO NOT COPY

deliver public services represents a significant form of disruptive innovation. It challenges the traditional bureaucratic approach characterized by paperwork, inefficiency, and limited transparency, replacing it with data-driven, citizen-centered systems[303]. Similarly, in education, online learning and digital management platforms are redefining how institutions deliver services and engage stakeholders. A powerful analytical framework for understanding how innovations, particularly in technology, can transform long-standing organizational structures and social systems; emphasizes adaptability, strategic foresight, and institutional reform as essential elements for survival in dynamic environments.

Application of Disruptive Innovation Theory to the Study

The Disruptive Innovation Theory provides a conceptual foundation for understanding how e-governance transforms public service delivery within the context of Lagos State's education districts. The Nigerian public sector has historically been characterized by manual administrative processes, bureaucratic bottlenecks, and low levels of efficiency and accountability[304]. The introduction of e-governance systems; such as digital record management, online teacher postings, performance monitoring, and communication platforms constitutes a fundamental disruption to these traditional administrative practices.

E-governance can be seen as a form of low-end disruptive innovation. It began by addressing specific, often neglected administrative inefficiencies within government ministries and education districts, such as delays in record keeping or communication lapses between schools and the state ministry[305]. Over time, as these systems improved and proved reliable, they began to replace conventional methods of governance, reshaping the expectations and behaviors of both administrators and citizens. This

Lead City University DO NOT COPY

evolution mirrors the disruptive process described by Christensen, in which initially limited innovations gradually become mainstream, transforming institutional operations and outcomes[301].

In Lagos State's education districts, e-governance has disrupted traditional management systems by replacing manual processes with digital platforms that enable real-time data access, transparency, and accountability. These platforms allow district officials to coordinate more effectively with schools, manage staff records, and monitor performance indicators through automated systems. Such innovation aligns with Christensen's assertion that disruption occurs when new solutions redefine performance criteria and create more efficient alternatives to existing practices. As a result, public service delivery becomes more responsive, transparent, and citizen-focused[306].

The theory also explains the initial resistance that often accompanies e-governance implementation. Studies established organizations frequently resist disruptive innovations because they challenge entrenched practices and power structures. Similarly, within Lagos education districts, some administrators and staff may have been reluctant to adopt new digital systems due to limited ICT skills, perceived job insecurity, or discomfort with transparency-driven reforms. However, as the benefits of digital governance, such as reduced delays, improved accountability, and easier access to information; became evident, resistance tends to diminish[307]. Over time, the system evolves into an integral part of daily administrative operations, representing the full integration phase of disruption.

The transformative potential of e-governance also aligns with Christensen's notion of democratization through innovation. Digital governance platforms make public services more accessible and inclusive by reducing the barriers that once limited citizen

Lead City University DO NOT COPY

participation. For instance, digital reporting systems, online teacher transfer portals, and feedback channels empower citizens, teachers, and students to interact with government agencies without bureaucratic intermediaries. This process not only enhances transparency but also builds trust between the government and the public, a critical indicator of improved service delivery[308].

Moreover, the resource efficiency emphasized in Disruptive Innovation Theory mirrors the realities of e-governance implementation in developing contexts such as Nigeria. Disruptive innovations often thrive in resource-constrained environments because they provide simpler and more cost-effective alternatives to complex traditional systems[309]. In Lagos State, e-governance initiatives have leveraged affordable digital tools and open-source software to improve administrative efficiency despite limited financial resources. This demonstrates how innovation can deliver significant value without proportionate increases in expenditure, thereby reinforcing the applicability of Christensen's theory[310].

Ultimately, the theory underscores the need for institutional adaptability in sustaining innovation. For e-governance to achieve its full potential in Lagos State's education districts, administrative structures must continue to evolve. This involves capacity building for staff, sustained investment in digital infrastructure, and policy frameworks that support continuous innovation. These adaptive processes reflect argument that successful disruption requires ongoing institutional learning and structural alignment[311].

In conclusion, the disruptive innovation theory aptly explains how the adoption of e-governance serves as a catalyst for institutional change and improved service delivery in Lagos State's education sector. It illustrates the transition from traditional bureaucratic systems to digital governance models that are more efficient, transparent, and citizen-driven. By applying Christensen's theoretical lens, this study interprets e-governance not

Lead City University DO NOT COPY

merely as a technological reform but as a transformative process that redefines the nature of public administration and service delivery in Nigeria.

2.2.2 Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM) is one of the most widely used theoretical frameworks for understanding user acceptance of information systems. Developed by Fred D. Davis in 1989, TAM was proposed to explain and predict user behaviour toward new information technologies by identifying key cognitive determinants that influence an individual's decision to adopt and use a system[312]. The model reduces the adoption process to two primary perceptual constructs: Perceived Usefulness (PU) and Perceived Ease of Use (PEOU). Perceived Usefulness is defined as the degree to which a person believes that using a particular system will enhance his or her job performance, while Perceived Ease of Use refers to the degree to which a person believes that using the system will be free of effort. According to TAM, PU and PEOU determine the user's attitude toward use, which in turn shapes the behavioural intention to use and ultimately actual system usage[313].

TAM's appeal for empirical research arises from its parsimony and strong predictive power. Subsequent empirical tests and extensions have validated the central role of PU and PEOU across multiple domains and technologies[314]. Researchers have also extended TAM by introducing external variables (such as social influence, facilitating conditions, prior experience, and system characteristics) that affect PU and PEOU, thereby enriching the model's explanatory reach[315]. In the context of public sector systems, scholars have found that additional constructs; notably trust, perceived risk, infrastructure/facilitating conditions, and service quality — play important roles in shaping citizens' acceptance of e-government services[316].

Lead City University DO NOT COPY

Application of the Theory to the Study

Applying TAM to e-governance in Lagos State's education districts yields clear, testable propositions about why and how school administrators, teachers, parents and other stakeholders adopt or resist digital platforms. First, Perceived Usefulness in this context refers to stakeholders' beliefs that e-governance systems (for example, online teacher posting systems, digital attendance registers, or electronic feedback portals) will improve performance outcomes such as the timeliness of service delivery, accuracy of records, and ease of communication. When users believe that the system will materially improve administrative efficiency and educational outcomes, their intention to use the system is strengthened. Second, Perceived Ease of Use captures the extent to which these stakeholders find the e-governance interfaces intuitive, accessible, and manageable given their digital skills[317]. If the platform is seen as cumbersome or technically demanding, PEOU declines and adoption slow, even if PU is high.

Beyond the two core TAM constructs, contextual external variables are crucial for e-governance in Lagos. Facilitating conditions (availability of reliable internet, electricity, and technical support), digital literacy, and institutional encouragement (training, incentives, policy mandates) influence both PU and PEOU. For instance, a well-designed training programme increases users' technical competence and enhances PEOU; reliable network infrastructure and responsive help desks reduce perceived effort and increase PU by ensuring the system functions when needed. Likewise, trust in government and data security assurances are especially salient in public sector adoption: users will only find the system useful if they trust that their data are safe and that the system will be used fairly[318].

Integrating TAM with the institutional realities captured in Disruptive Innovation Theory produces a complementary explanatory framework for this study. Whereas Disruptive Innovation explains how digital systems can transform bureaucratic processes at the systemic

Lead City University DO NOT COPY

level (the macro changes to service delivery structures), TAM offers a micro-level account of individual acceptance and behavioural uptake. In other words, Disruptive Innovation helps explain *why* e-governance can change the structure and expectations of public administration; TAM explains *how* and *under what conditions* users within that system adopt the new technologies that drive the disruptive change[319].

From a methodological perspective, TAM suggests specific measurement foci for the present study. Survey instruments should include validated scales for Perceived Usefulness and Perceived Ease of Use, behavioural intention to use, and actual usage frequency[320]. In addition, the instrument should capture contextual external variables relevant to Lagos State: access to reliable electricity and internet, prior ICT experience, perceived organizational support (training and policy), and levels of trust and perceived data security. Qualitative follow-up (for example, interviews with district officers and school administrators) will also be useful to unpack nuanced barriers and enabling conditions that quantitative scales may not fully capture[321].

Practically, TAM yields actionable implications for policy and implementation. To increase uptake of e-governance platforms, Lagos State education authorities should (a) clearly demonstrate the system's usefulness by aligning features to concrete administrative pain points (such as automating teacher postings or streamlining inspection reports), (b) invest in user-centred design to minimise effort and lower the learning curve, and (c) provide robust facilitating conditions (training, technical support, and infrastructure). Attention to data protection and transparent governance of digital records will strengthen trust, which in turn supports PU and behavioural intention[322]. Monitoring usage statistics and conducting periodic surveys on PU and PEOU will allow administrators to iterate on platform design and implementation strategy.

Lead City University DO NOT COPY

In summary, the Technology Acceptance Model complements the Disruptive Innovation perspective by explaining the cognitive and behavioural mechanisms through which stakeholders in Lagos State education districts adopt e-governance systems. Together, the two theories provide a multi-level theoretical foundation: Disruptive Innovation situates e-governance as a transformative institutional phenomenon, while TAM supplies the micro-level determinants and practical levers for encouraging user adoption and sustained use. This integrated framework informs the study's hypotheses, measurement strategy, and recommendations for policy and practice aimed at improving public service delivery through digital governance[323].

Integrative Theoretical Perspective

Integrating the Disruptive Innovation Theory and the Technology Acceptance Model provides a holistic theoretical lens for this study. Disruptive Innovation operates at the macro-institutional level, explaining how technological advances transform the structure and logic of public service delivery, while TAM functions at the micro-behavioural level, explaining how individuals within that structure respond to and internalize such innovations[324].

Together, the theories suggest that for e-governance to significantly improve public service delivery in Lagos State's education districts, two conditions must be met: (1) technological disruptions must align with institutional readiness and governance reforms, and (2) users must perceive the new systems as both useful and easy to use. The synergy between institutional transformation (as described by Christensen) and user acceptance (as posited by Davis) provides a comprehensive understanding of how digital governance systems evolve from innovation to institutionalization[325].

Therefore, this integrated framework forms the conceptual foundation for examining how e-governance initiatives are adopted, implemented, and sustained across Lagos State education districts, ultimately influencing the effectiveness and responsiveness of public service delivery.

Lead City University DO NOT COPY

2.2.3 Institutional Theory

Institutional theory explores the ways in which organizational structures, practices, and behaviours are influenced by broader societal norms, rules, and expectations. It focuses on understanding how institutions, defined as established laws, customs, and practices—shape and constrain the behaviour of organizations[326]. The core idea behind institutional theory is that organizations are not only driven by internal goals but are also subject to external pressures that influence their structure and actions. These pressures come from a variety of sources, including legal frameworks, cultural values, and societal expectations. Over time, institutions become deeply ingrained, and organizations adapt to these norms to gain legitimacy, resources, and support.

At the heart of institutional theory is the belief that organizations seek stability and legitimacy. This desire for legitimacy leads organizations to conform to established norms and expectations within their environment. Such conformity is often not driven by efficiency or innovation, but by the need to appear appropriate in the eyes of key stakeholders. This process, referred to as "institutional isomorphism," suggests that over time, organizations within the same field or sector will come to resemble each other, as they adopt similar structures, practices, and behaviours to conform to societal pressures[327].

The theory divides the forces driving institutional isomorphism into three types: coercive, mimetic, and normative. Coercive isomorphism arises from pressures such as laws, regulations, or mandates from government bodies that require organizations to adopt certain practices[328]. Mimetic isomorphism occurs when organizations imitate the practices of other successful organizations, especially when faced with uncertainty. Normative isomorphism stems from professional standards, education, and social networks that shape the norms within a given field or sector.

Lead City University DO NOT COPY

One of the strengths of institutional theory is its ability to explain how organizational practices are shaped by forces outside the immediate control of the organization. It emphasizes that organizations do not operate in isolation but are embedded within a larger institutional environment that significantly influences their actions. This provides a rich framework for understanding how organizations adapt to societal expectations and pressures, even when those pressures do not directly align with efficiency or effectiveness[329].

Furthermore, institutional theory offers valuable insights into the role of legitimacy in organizational behaviour. In contexts such as education, public service, or healthcare, organizations are often more concerned with maintaining legitimacy than with maximizing profit or efficiency. For example, educational institutions may adopt certain practices or technologies not because they are the most effective or cost1-efficient, but because they are perceived as modern or socially acceptable by the broader community[330]. This focus on legitimacy helps explain why organizations in the public sector often maintain established practices even when those practices are not the most efficient or optimal.

However, institutional theory also has its weaknesses. One of the primary criticisms of the theory is that it tends to overemphasize the role of conformity and legitimacy, while downplaying the role of agency and innovation within organizations. While institutional theory provides a compelling explanation for how organizations adopt and maintain practices, it offers less insight into how organizations can break away from established norms or introduce innovative practices that challenge the status quo. The focus on legitimacy can lead to a situation where organizations prioritize external approval over actual performance or improvement. In the context of public service, this could mean that organizations in the educational sector might prioritize appearances, such as adopting e-governance practices because they are seen as modern or progressive, rather than because they genuinely improve service delivery[331].

Lead City University DO NOT COPY

Another limitation is that institutional theory can sometimes overlook the diversity of institutional pressures that organizations face. It tends to focus on the dominant norms and practices, but organizations may also encounter conflicting pressures from different institutional sources[332]. For example, an educational district may face pressure to adopt e-governance due to the growing influence of digital technologies, but it may simultaneously face resistance from teachers or local communities who value traditional methods of service delivery. The theory does not always provide a clear way of navigating these conflicting pressures.

When applied to the interplay between e-governance and public service delivery in the educational districts of Lagos State, institutional theory can offer valuable insights into how educational institutions adapt to technological changes. E-governance, which involves the use of digital technologies to improve the delivery of public services, is not just about adopting new tools; it is also about aligning with broader institutional expectations[333]. Educational districts may adopt e-governance practices to comply with government policies or because it is seen as a modern and legitimate way to improve transparency and efficiency.

The pressure for educational districts to embrace e-governance could be coercive in nature, as government mandates or national policies push institutions to digitalize their services. These mandates may be backed by the desire for better accountability, enhanced communication, and improved service delivery to citizens. At the same time, mimetic pressures could lead districts to imitate successful models of e-governance implemented in other parts of the country or globally. Educational districts might look to other districts that have successfully implemented digital tools and try to replicate their success. Normative pressures could come from educational professionals and experts who promote digital technologies as essential for improving the quality of education and service delivery[334].

Lead City University DO NOT COPY

Through the lens of institutional theory, it becomes clear that educational districts in Lagos State are likely to adopt e-governance practices not only to enhance service delivery but also to align with institutional expectations. These districts may adopt e-governance because it is perceived as a legitimate and modern practice, even if it may not immediately improve service delivery in measurable ways. The theory highlights the tension between efficiency and legitimacy in public service delivery and offers an understanding of how educational districts balance these pressures[335].

Institutional theory provides a powerful framework for understanding the adoption of e-governance in Lagos State's educational districts. While it helps explain why educational institutions adopt new practices to maintain legitimacy and conform to societal expectations, it also underscores the challenges organizations face in breaking away from established norms and introducing innovative practices. The interplay between e-governance and public service delivery, as explained by institutional theory, reveals the complex dynamics of conformity, legitimacy, and innovation in the public sector[335].

2.3 Review of Empirical Studies

A study examines the role of digital technology in driving government efficiency among parastatals in Lagos, Nigeria. The methodology involved a descriptive survey research approach, using a structured questionnaire to collect data from employees of five purposively selected government parastatals. A total of 387 properly filled questionnaires were analysed using frequency tables, percentages, the Kruskal-Wallis's test, and OLS regression technique. The findings revealed that digital technology significantly influences record management, service delivery speed, and overall service provision in government parastatals. The study concluded that digital technology is a major driver of government efficiency and

Lead City University DO NOT COPY

recommended that the government invest in critical digital enablers and provide incentives to promote their widespread adoption across establishments[336].

Examining the incorporation of e-learning and distance learning into non-formal and informal education programs within local communities in Lagos State, Nigeria, the study employed a descriptive survey research design, focusing on two local government areas (Shomolu and Eti-Osa), with a total population of 197 participants, including 47 administrators and 150 students. Two research instruments were used: a questionnaire for administrators and another for students. Descriptive statistics, including frequency counts and mean scores, were used to analyse the data. The findings suggested that awareness of literacy programs should be increased, government support for e-learning and distance learning should be enhanced, and administrators should ensure adequate supervision to achieve the goals of non-formal education[337].

The effectiveness and appropriateness of e-governance practices in public service delivery, specifically during Anambra state's 2022/23 teachers' recruitment exercise conducted by Governor Charles Soludo; aimed to assess the adequacy and effectiveness of the e-governance system and its impact on transparency, fairness, and equity. The study adopted an online survey method, using a researcher-structured questionnaire and a sample of 306 participants drawn from a population of 6,120 using Ejifugha's sampling technique. Data were analysed using tables and SPSS. The findings revealed that e-governance was effective but hampered by poor network connectivity, and it did not significantly enhance transparency due to political interference. The study recommended improvements in ICT infrastructure and revisiting the recruitment process for transparency[338].

Investigating the reasons behind Nigeria's poor performance in the e-government sector, despite significant government commitment, the study aimed to explore the challenges

Lead City University DO NOT COPY

hindering the effective use of ICT in governance. Secondary data was collected through structured interviews with ICT directors from eight purposively selected federal agencies in Nigeria. The data were analysed using thematic analysis. The findings revealed that e-government implementation in Nigeria faces significant challenges, including national issues such as infrastructural deficiencies and ICT illiteracy, as well as specific concerns like data privacy and security. The study concluded that unless these challenges are addressed, successful e-government implementation in Nigeria remains unlikely[339].

Reviewing the e-governance strategies implemented in Ghana's public service delivery and identify the challenges associated with their implementation, the study aimed to explore the effectiveness of these strategies in providing quality services to Ghanaians. Secondary data was used to gather information. The findings revealed that while several policies and frameworks support e-governance initiatives in Ghana, the implementation of these initiatives is hindered by various constraints, including social, cultural, political, and legal challenges. These barriers impact the overall success of e-governance in delivering efficient public services to citizens[340].

The implementation of e-governance and ICT in government service delivery in Cross River State, Nigeria, has not led to significant improvements, it specifically examined the effect of in-service training on civil servants' digital literacy and the subsequent impact on e-governance implementation and service delivery. The study used a case study technique. The findings revealed that inadequate in-service training and a lack of cooperation from civil servants, stemming from their cognitive disposition, hindered the successful implementation of e-governance reforms. The study aligns with theories of institutional and organizational change, emphasizing the need to realign beliefs and behaviours. The study recommends that enhancing civil servants' digital literacy through proper in-service training is crucial for effective e-governance and improved service delivery[341].

Lead City University DO NOT COPY

Examining the relationship between school facilities maintenance strategies and the delivery of high-quality education in public junior secondary schools in Lagos State Education District 1. Using a descriptive and correlational research approach, the study involved a population of 42 principals and teachers, with a sample of 216 selected through multistage stratified, random, and purposive sampling from 18 schools. Data was collected using a self-constructed questionnaire with two dimensions on education quality and maintenance strategies, achieving reliability coefficients of 0.77 and 0.79. Pearson product-moment correlation analysis revealed significant positive correlations between preventative, corrective, routine, emergency, and remedial maintenance strategies and quality education delivery. The study concluded that maintenance strategies are crucial for quality education and recommended fostering a maintenance culture and shared responsibility among education stakeholders[342].

Lead City University DO NOT COPY

2.4 Conceptual Framework



Fig. 2.1: Conceptual Frame of the Interplay between E-governance and Public Service Delivery

Source: The Researcher, 2025

2.4.1 Technological Adoption and Infrastructure as a Foundation

The central element of this framework, Technological Adoption and Infrastructure, serves as the cornerstone for achieving effective E-Governance and enhancing Public Service Delivery. Research consistently highlights the role of technology in modernizing public sector operations, particularly in educational systems[343]. Lagos State, being a rapidly urbanizing region, relies on the implementation of robust technological infrastructure to bridge gaps in public service access, such as in education.

Lead City Unive DO NO PY

Technological adoption involves the deployment of digital platforms, databases, and communication tools to streamline administrative processes and ensure accountability[344]. These tools, when effectively implemented, reduce inefficiencies such as bureaucratic delays and data inaccuracies. Lagos State's educational districts could benefit significantly from initiatives like online student record management systems and e-learning platforms, which align with the goals of E-Governance[345].

E-Governance and Its Role in Public Service Delivery

E-Governance, as depicted in the framework, emphasizes the use of technology by government agencies to deliver services, foster transparency, and enable participatory governance[346]. It is identified as a catalyst for improving access to quality public services, including education. In Lagos State's educational districts, E-Governance initiatives might encompass online teacher recruitment systems, digital curriculum resources, and mechanisms for parents to provide feedback.

E-Governance has been proven to mitigate corruption, enhance data-driven decision-making, and create citizen-focused solutions. For instance, Lagos State's Ministry of Education could adopt ICT tools to monitor school performance metrics in real time, ensuring equitable resource distribution[347]. Furthermore, digital tools encourage transparency, as they allow stakeholders to track government projects and budgets related to education.

Public Service Delivery: Enhancing Educational Outcomes

Public service delivery within the educational sector refers to the provision of resources, training, and support systems required for effective teaching and learning. The framework suggests that technological adoption directly influences service delivery quality by introducing automation, reducing manual errors, and ensuring timely access

Lead City University DO NOT COPY

to educational materials[348]. In Lagos, where schools face challenges such as overcrowding and limited teaching resources, ICT interventions can act as transformative tools. For example, digital learning platforms can bridge educational disparities by providing underserved schools access to the same quality of materials available to urban institutions. Similarly, mobile applications can help disseminate exam schedules, results, and updates to parents and students, thus streamlining communication.

Service Quality as a Metric

Service quality, depicted in the framework, serves as a metric for evaluating the effectiveness of E-Governance and Public Service Delivery. A widely used model underscores dimensions such as reliability, responsiveness, and assurance as critical to service quality. Applying this to Lagos State's educational districts involves assessing whether E-Governance initiatives meet stakeholder expectations in terms of accessibility, usability, and timeliness[349]. Studies suggest that service quality in public administration improves significantly when ICT adoption is tailored to local contexts. In Lagos State, this implies customizing digital solutions to address specific challenges, such as integrating multilingual platforms to cater to the region's diverse population.

Stakeholder Engagement: Building Trust and Collaboration

The framework emphasizes stakeholder engagement as a vital component of successful E-Governance. In the educational sector, stakeholders include teachers, parents, students, and policymakers. Engaging these groups fosters trust, ensures that initiatives address actual needs, and encourages widespread adoption of technological systems[350]. For instance, Lagos State's educational districts could introduce participatory platforms where parents and teachers can voice concerns, propose solutions, and collaborate on policy-making. Stakeholder engagement also facilitates capacity-building programs to

Lead City University DO NOT COPY

equip educators with the skills needed to integrate technology into teaching practices effectively.

Interplay between the Elements

The framework's circular structure suggests a dynamic interplay between its components. For instance, technological adoption enhances E-Governance by providing the tools necessary for efficient decision-making, which in turn improves public service delivery[351]. Improved service quality boosts stakeholder satisfaction and trust, fostering greater engagement. This engagement, in turn, informs further technological investments, creating a continuous cycle of improvement. In Lagos State, implementing this interplay could involve rolling out pilot programs that integrate all elements of the framework. For example, a digital platform could be designed to track student attendance, disseminate resources, and gather feedback from parents, creating a holistic system that addresses multiple challenges simultaneously.

2.5 Summary of Gap in Literature Reviewed

The literature on governance, e-governance, and education in Nigeria highlights critical issues but reveals significant gaps that require further investigation. First, limited empirical studies exist on the direct impact of e-governance on education in Nigeria. While several works discuss governance challenges and the adoption of digital tools, few provide data-driven analysis of how e-governance policies improve or hinder educational outcomes. Most studies focus on governance broadly without adequately linking it to the educational sector.

Second, there is an insufficient exploration of infrastructural and digital divides affecting e-governance implementation in education. Existing literature acknowledges technological gaps but often fails to provide a comprehensive analysis of rural-urban

Lead City University DO NOT COPY

disparities, internet accessibility, and the affordability of digital learning tools, which are crucial for effective e-governance in education. Third, policy implementation and effectiveness remain underexplored. While various policies promoting e-governance in education are documented, there is little assessment of their success, challenges, or long-term impact. Studies rarely address the role of political will, corruption, or bureaucratic inefficiencies in hindering effective policy execution.

Fourth, stakeholder perspectives, including teachers, students, and administrators, are often overlooked. The literature mainly presents government-led initiatives without incorporating the voices of those directly affected by governance and e-governance in education. Understanding their experiences could provide deeper insights into practical challenges and necessary improvements. Lastly, comparative studies between Nigeria and other developing nations are scarce. Most literature focuses solely on Nigeria without drawing lessons from similar contexts where e-governance has been successfully integrated into education. A comparative approach could offer best practices and alternative strategies for improving governance in Nigeria's education sector. Addressing these gaps would provide a more holistic understanding of how governance and e-governance influence education in Nigeria and guide effective policy formulation.

Lead City University DO NOT COPY

Endnotes

1. S. Bacq, & R. V. Aguilera, *Stakeholder governance for responsible innovation: A theory of value creation, appropriation, and distribution*. **Journal of Management Studies,** 59(1), 2022, pp 29-60.

2. F. Bridoux, & J. W. Stoelhorst, *Stakeholder governance: Solving the collective action problems in joint value creation.* Academy of Management Review, 47(2), 2022, pp 214-236.

3. N. Tjahja, T. Meyer, & J. Shahin, *What is civil society and who represents civil society at the IGF? An analysis of civil society typologies in internet governance*. Telecommunications Policy, 45(6), 2021

4. O. Moses, D. Ehalaiye, M. Sorola, & P. Lassou, *Extractive sector governance: does a nexus of accountability render local extractive industries transparency initiatives ineffective?.* Meditari Accountancy Research, 32(1), 2024, pp 176-206.

5. N. P. Hariram, K. B. Mekha, V. Suganthan, & K. Sudhakar, *Sustainalism: An integrated socio-economic-environmental model to address sustainable development and sustainability*. Sustainability, 15(13), 2023

6. M. Rogge, *Bringing corporate governance down to earth: From culmination outcomes to comprehensive outcomes in shareholder and stakeholder capitalism*. Notre Dame JL Ethics & Pub. Pol'y, 35, 2021

7. M. M. Betsill, & H. Bulkeley, *Cities and the multilevel governance of global climate change*. In Understanding Global Cooperation, Brill, 2021, pp 219-236

8. J. Van Popering-Verkerk, A. Molenveld, M. Duijn, C. Van Leeuwen, & A. Van Buuren, *A Framework for governance Capacity: A broad perspective on steering efforts in society*. Administration & Society, 54(9), 2022, pp 1767-1794.

9. Korotayev, A., Shulgin, S., Ustyuzhanin, V., Zinkina, J., & Grinin, L. (2023). *Modeling social self-organization and historical dynamics: Africa's futures.* In Reconsidering the limits to growth: A report to the Russian Association of the Club of Rome, Cham: Springer International Publishing, 2023, pp. 461-490

10. T. Abe, & F. Omotoso, *Local government/governance system in Nigeria.* Nigerian Politics, 2021, pp 185-216.

11. E. Käyhkö, *Resilience ethics and sustainable governance: A quest for an inclusive society*. Developments in Administration, 3, 2021, pp 1-18.

12. C. N. Murphy, *The emergence of global governance*. In International organization and global governance, Routledge, 2023, pp. 23-34

13. D. Adejuwon, A. Amodu, & A. Majekodunmi*, New Public Management Reforms and the Performance of Public Enterprises: An Assessment of Privatization in Nigeria's Telecommunications Sector.* **African Journal of Politics and Administrative Studies,** *17*(2), 2024, pp 336-354.

14. M. Almashhadani, *A brief review of corporate governance structure and corporate profitability in developed and developing economy: A review*. **International Journal of Business and Management Invention**, 10(11), 2021, pp 42-46.

Lead City University DO NOT COPY

15. B. K. Mishra, P. Kumar, C. Saraswat, S. Chakraborty, & A. Gautam, *Water security in a changing environment: Concept, challenges and solutions*. Water, 13(4), 490, 2021

16. T. S. Akinyetun, *Youth political participation, good governance and social inclusion in Nigeria: Evidence from Nairaland.* **Canadian Journal of Family and Youth/Le Journal Canadien de Famille et de la Jeunesse,** 13(2), 2021, pp 1-13.

17. G. Delanty, & N. Harris, *Critical theory and the question of technology: The Frankfurt School revisited.* Thesis Eleven, 166(1), 2021, pp 88-108.

18. M. Koepke, J. Monstadt, & F. Pilo, *Urban electricity governance and the (re) production of heterogeneous electricity constellations in Dar es Salaam*. Energy, Sustainability and Society, 13(1), 2023

19. U. M. Adanma, & E. O. Ogunbiyi, *Evaluating the effectiveness of global governance mechanisms in promoting environmental sustainability and international relations***.** **Finance & Accounting Research Journal**, 6(5), 2024, pp 763-791.

20. T. Shenkoya, *Can digital transformation improve transparency and accountability of public governance in Nigeria?*. Transforming Government: People, Process and Policy, 17(1), 2023, pp 54-71.

21. J. C. Agu, F. N. Nkwo, & R. U. Eneiga, *Governance and anti-corruption measures in Nigeria: Strategies for enhancing transparency, accountability and public trust.* **International Journal of Economics and Public Policy,** 8(1), 2024, pp1-15.

22. D. M. F. Bello, *Good governance and civil service accountability in Nigeria-problems and prospects.* Available at SSRN 3860781, 2021

23. A. Bua, & S. Bussu, *Between governance-driven democratisation and democracy-driven governance: Explaining changes in participatory governance in the case of Barcelona.* **European Journal of Political Research**, 60(3), 2021, pp 716-737.

24. K. Bell, & M. Reed, *The tree of participation: a new model for inclusive decision-making.* **Community Development Journal**, 57(4), 2022, pp 595-614.

25. H. O. Ozekhome, *Do regulatory quality, government effectiveness and rule of law matter to foreign direct investment in Nigeria.* **Romanian Journal of Economic Forecasting,** 25(1), 2022, pp 160-175.

26. D. C. Nwogbo, & A. Ighodalo, *Governance and corruption in Nigeria.* **Journal of Good Governance and Sustainable Development in Africa**, 6(2), 2021, pp 81-97.

27. T. O. George, A. C. Onwumah, M. I. Ozoya, & O. Y. Olonade, *Good governance, social order, and development in Nigeria: The critical role of gender inclusion.* **African Journal of Reproductive Health,** 25(5s),2021, pp 202-209.

28. M. El Khatib, A. Al Mulla, & W. Al Ketbi, *The role of blockchain in E-governance and decision-making in project and program management*. Advances in Internet of Things, 12(3), 2022, pp 88-109.

Lead City University DO NOT COPY

29. M. Zurba, & A. Papadopoulos, *Indigenous participation and the incorporation of indigenous knowledge and perspectives in global environmental governance forums: a systematic review*. Environmental Management, 72(1), 2023, pp 84-99.

30. L. Dobusch, *The inclusivity of inclusion approaches: A relational perspective on inclusion and exclusion in organizations*. Gender, Work & Organization, 28(1), 2021, pp 379-396.

31. E. Yankson, *Inter-governmental partnerships and global governance. In Partnerships for the goals*, Cham: Springer International Publishing, 2021, pp. 636-646

32. Y. Ntando, & M. Mofolo, *Analyzing the open systems theory as a tool for promoting good governance in public institutions*. Public Administration And Development Alternatives (IPADA), 81, 2024

33. B. O. Ighoshemu, & U. B. Ogidiagba, *Poor governance and massive unemployment in Nigeria: as causes of brain drain in the Buhari administration (2015-2020).* Insights into Regional Development, 4(2), 2022, pp 73-84.

34. O. T. Ojogiwa, *The crux of strategic leadership for a transformed public sector management in Nigeria.* I**nternational Journal of Business and Management Studies,** 13(1), 2021, pp 83-96.

35. S. Folarin, *Corruption, politics and governance in Nigeria*. Nigerian politics, 2021, pp 377-394.

36. A. S. Chukwudi, & O. Victor, *Governance failure and the formation of anti-state organisations: The impact of the amnesty policy on the development of Nigeria's Niger-Delta, Nigeria.* **African Journal of Governance and Development,** 10(2), 2021, pp 356-374.

37. V. O. Akpa, O. U. Asikhia, & A. O. Okusanya, *Leadership styles and organisational performance in nigeria: qualitative perspective.* **International Journal of Engineering and Management Research (IJEMR)**, 11(1), 2021, pp 46-53.

38. A. G. Ndubuisi, & O. N. Jacob, *Challenges facing administrators of public higher institutions in Nigeria and the ways forward*. **Central Asian Journal of Literature, Philosophy and Culture,** 2(2), 2021, pp 27-40.

39. E. J. Nwagwu, O. G. Uwaechia, K. C. Udegbunam, & R. Nnamani, *Vote buying during 2015 and 2019 general elections: Manifestation and implications on democratic development in Nigeria.* Cogent Social Sciences, 8(1), 2022

40. I. Abubakar, S. L. Dalglish, B. Angell, O. Sanuade, S. Abimbola, A. L. Adamu,. & F. H. Zanna, *The Lancet Nigeria Commission: investing in health and the future of the nation.* The Lancet, 399(10330), 2022, pp 1155-1200.

41. B. S. Humayun, & D. Amare, *The adoption of e-government services in Nigeria using utuat model*. **Journal of Computing and Management Studies,** 2(3), 2019, 2516-2047.

Leadcity University DO NOT COPY

42. S. Sharma, A. Kumar Kar, & M. P. Gupta, *Unpacking Digital Accountability: Ensuring efficient and answerable e-governance service delivery*. In Proceedings of the 14th International Conference on Theory and Practice of Electronic Governance, 2021, pp. 260-269.

43. T. A. Oliveira, M. Oliver, & H. Ramalhinho, *challenges for connecting citizens and smart cities: ict, e-governance and blockchain*. Sustainability, 12(7), 2020

44. E. A. Oghuvbu, D. E. Gberevbie, & S. O. Oni, *E-governance in Nigeria: challenges and prospects.* **RUDN Journal of Public Administration**, 9(2),2022, Pg 189-199.

45. M. A. Omebe, *Electronic Governance and Service Delivery in Selected Ministries in Ebonyi State, Nigeria*. **Journal of Contemporary Research in Social Sciences,** 1(1), 2019, 11-37.

46. P. Msenge, & O. Nzewi, *A proposed citizen participation–public trust model in the context of service delivery protests in South African local government***. Journal of Local Government Research and Innovation**, 2, 26, 2021

47. E. O. Abah, & P. M. Nwokwu, *Problems and prospects of e-governance in an emerging state: The Nigerian example.* **Journal of humanities and Social Science**, 24(9), 2019, pg 14-21.

48. D. O. Ogbeide, & V. O. Adjaino, *Adoption and diffusion of e-governance innovation in Nigeria: a survey of literature*. **lapai international journal of management and social sciences**, 11(1), 2019, Pg 39-52.

49. J. U. Ata-Agboni, & I. O. Olufemi, *E-governance and e-government: Rethinking public governance in Nigeria, within the context of COVID-19.* **Journal of Good Governance and Sustainable Development in Africa**, 6(2), 2021, pg 54-59.

50. O. M. Amuche, *Electronic governance and service delivery in selected ministries in Ebonyi State, Nigeria*. **Journal of Contemporary Research in Social Sciences**, 1(1), 2019, Pg 11-37.

51. I. S. Umezurike, *Exploring the adoption of electronic medical records in primary health care centres in Calabar municipality: the challenges and prospects of e-governance*. **Journal of Good Governance and Sustainable Development in Africa**, 6(2), 2021, Pg 70-80.

52. P. I. Akpan-Obong, M. P. Trinh, C. K. Ayo, & A. Oni, *E-Governance as good governance? evidence from 15 West African countries*. Information Technology for Development, 29(2-3), 2023, Pg 256-275.

53. O. Samson, *E-governance and bureaucratic corruption in Nigeria*. **International Journal of Public Policy and Administration**, 3(1), 2020, Pg 1-37.

Lead City University DO NOT COPY

54. F. S. Omweri, *A Systematic Literature Review of E-Government Implementation in Developing Countries: Examining Urban-Rural Disparities, Institutional Capacity, and Socio-Cultural Factors in the Context of Local Governance and Progress towards SDG 16.6.* **International Journal of Research and Innovation in Social Science**, 8(8), 2024, pp 1173-1199.

55. S. Malodia, A. Dhir, M. Mishra, & Z. A. Bhatti, *Future of e-Government: An integrated conceptual framework.* Technological Forecasting and Social Change, 173, 2021

56. A. Khan, & S. Krishnan, *Citizen engagement in co-creation of e-government services: a process theory view from a meta-synthesis approach*. Internet Research, 31(4), 2021, pp 1318-1375.

57. V. Grigalashvili, *E-government and E-governance: Various or Multifarious Concepts***.** **International Journal of Scientific and Management Research,** 5(01), 2022, pp 183-196.

58. T. Shenkoya, *Can digital transformation improve transparency and accountability of public governance in Nigeria?.* Transforming Government: People, Process and Policy, 17(1), 2023, pp 54-71.

59. Y. Yakubu, *Contextual challenges of planning and implementing e-governance in Nigeria*. **International Journal of Current Innovations in Advanced Research**, 2019, Pg 1-5.

60. A. A. Acanga, D. M. Mwesigwa, A. C. Oryang, & A. O. Oboi, *A perspective review on the policy, practice and challenges of embracing e-governance in Uganda*. **Journal of Modern Law and Policy**, 3(1), 2022, pg 13-28.

61. O. A. John, *The role of e-governance in promoting transparency and accountability in Nigeria's governance system*, governance.2023

62. T. Shenkoya, *Can digital transformation improve transparency and accountability of public governance in Nigeria?.* Transforming Government: People, Process and Policy, 17(1), 2023, Pg 54-71.

63. Y. Zhang, & F. A. Kimathi, *Exploring the stages of E-government development from public value perspective.* Technology in Society, 69, 2022

64. N. Afarini, & D. Hindarto, *The Proposed Implementation of Enterprise Architecture in E-Government Development and Services.* **International Journal Software Engineering and Computer Science** (IJSECS), 3(3), 2023, pp 219-229.

65. M. F. Bassey, I. F. Uchendu, & E. I. Ewa, *E-governance and public accountability in federal inland revenue service, Nigeria.* **International Journal of Public Administration and Management Research**, 8(6), 2023, Pg 18-33.

66. G. I. Inakefe, V. U. Bassey, O. M. Ikeanyibe, C. I. Nwagboso, U. I. Agbor, J. Ebegbulem, & G. U. Ike, *Digital literacy and e-governance adoption for service delivery in cross river state civil service*. **International Journal of Electronic Government Research** (IJEGR), 19(1), 2023, Pg 1-23.

Lead City University DO NOT COPY

67. I. P. T. Okudolo, & V. Ojakorotu, *Digitalization of local governance for fostering accelerated attainment of the sdgs: challenges and prospects from a Nigerian perspective.* **African Journal of Development Studies**, 2021

68. J. S. Ojo, *e-governance and anti-corruption war in Africa: the Nigeria experience.* In e-Services. IntechOpen, 2019

69. H. Hashim, *E-government impact on developing smart cities initiative in Saudi Arabia: Opportunities & challenges*. **Alexandria Engineering Journal**, 96, 2024, pp 124-131.

70. M. Okoye, *Effect of information communication technology (ict) on workers' service delivery in Nigerian television authority Awka Nigeria*. **Journal of Policy and Development Studies**, 16(2), 2024, pp 58-68.

71. K. S. Sekhar, *digital infrastructure challenges for techno-entrepreneurs in rural areas: the need for capacity building*. In digital transformation and innovation in emerging markets, IGI Global, 2025, pp. 127-156

72. K. Alhosani, & S. M. Alhashmi, *Opportunities, challenges, and benefits of AI innovation in government services: A review*. **Discover Artificial Intelligence**, 4(1), 2024

73. E. A. Oghuvbu, D. E. Gberevbie, & S. O. Oni, S. O. (2022). E-governance in Nigeria: Challenges and prospects. **RUDN Journal of Public Administration**, 9(2), 2022, pp 189-199.

74. A. N. Eneanya, *Promoting good governance using ICTs in Nigeria*. African Social Science Review, 11(1), 4, 2021

75. C. El Ammar, & C. M. Profiroiu, *Innovation in public administration reform: a strategic reform through NPM, ICT, and e-governance. A comparative analysis between Lebanon and Romania.* Administratie si Management Public, 35, 2020, Pg 75-89.

76. I. Kalu, & C. Obasi, *e-governance and economic development in sub-saharan africa: a case of nigeria. development*, 11(1), 2021

77. D. E. Ufua, E. T. Emielu, O. J. Olujobi, F. Lakhani, T. T. Borishade, A. S. Ibidunni & E. S. Osabuohien, *Digital transformation: a conceptual framing for attaining sustainable development goals 4 and 9 in nigeria.* **Journal of Management & Organization**, 27(5), 2021, Pg 836-849.

78. V. I. Azeta, C. A. Okoli-Manson, F. C. Chidozie, & A. Eigbe, *Implementing an e-governance system: a panacea for improving the productivity of civil service in Nigeria*. **Covenant University Journal of Politics and International Affairs**. 2-21

79. D. B. Jarbandhan, *Ethical public sector leadership and good governance*. Administratio Publica, 29(2), 2021, pp 24-48.

80. G. G. Noja, M. Cristea, E. Thalassinos, & M. Kadłubek, *Interlinkages between government resources management, environmental support, and good public governance.* Advanced Insights from the European Union. Resources, 10(5), 41, 2021

Lead City University DO NOT COPY

81. F. K. L. Kgobe, & J. Mamokhere, *Interrogating the effectiveness of public accountability mechanisms in South Africa: can good governance be realized*?. International Journal of Entrepreneurship, 25, 2021, pp 1-12.

82. H. O. Bolaji, & H. A. Jimoh, *Usability and utilization of ICT among educational administrators in secondary students in public school*. **Indonesian Journal of Educational Research and Technology, 3**(2), 2023, pp 97-104.

83. O. O. Folorunso, & A. O. Simeon, *The gains and the pains of integrated payroll and personnel information systems (IPPIS) policy implementation in Nigeria*. **Journal of Human Resource and Sustainability Studies,** 9(4), 2021, pp 551-569.

84. E. Atiq, M. Salim, & N. Mahmood, *E-Governance: A global perspective on new paradigm.* **Journal of Law, Social and Management Sciences,** 2(2), 2023, pp 100-107.

85. O. Ajibade, J. Ibietan, & O. Ayelabola, *E-Governance Implementation and Public Service Delivery in Nigeria: The Technology Acceptance Model (TAM) Application*. **Journal of Public Administration and Governance**, 7(4), 2017, 165.

86. A. G. Rahim, C. A. Oguntoyinbo, R. O. Obanla, & N. S. Aremu, *Transformative Potentials of E-governance: The intrinsic role of Information and Communication Technology in Reinvigorating Public Service Delivery in Nigeria. Convenant University Conference on e-Governance in Nigeria,* 2017, 65-79.

87. S. Bhattacharya, *Think beyond E-governance - it is time for Connected Governance*. http://www.businesstoday.in/opinion/columns/think-beyond-e-governance---it-is-time-forconnectedgovernance/story/226055.htm 2017

88. K. P. Pokhrel, Governance and service delivery system in federal Nepal: a discourse on accountability and responsibility of province and local governments. **Sociology International Journal,** 6(4):190–196, 2022

89. F. O. Okwueze, *E-Governance as a Tool for Public Sector Development in Nigeria*. **International Journal of Research in Arts and Social Sciences**, 2, 2010, 493-511

90. Y. Mahdavinasab, E. Sadipour, and M. J. Q. J. o. I. D. E. Moradi, "A Investigation of the Effective Components Considered in Designing E-Learning Environments in Higher Education and Offering a Framework for E-Learning Instructional Design," vol. 1, no. 4, pp. 9-24, 201

91. J. Danfulani, *E-governance: A weapon for the fight against corruption in Nigeria*. Published by saharareport.com. 2017. http://www.shara report.com

92. S. Lee-Geiller, *Technology married to good governance and diversity: Explaining e-participation preparedness in government*. Technological Forecasting and Social Change, 201, 2024

93. A. Hooda, & M. L. Singla, *Core–competencies–a key to future–oriented and sustainable e-governance implementation: mixed method research*. Transforming government: People, Process and Policy, 15(1), 2021, pp 80-107.

Lead City University DO NOT COPY

94. P. Das, & C. Adhikary, *Transformative E-governance and Access in Higher Education*. **The Online Journal of Distance Education and e-Learning**, 10(1), 2022, pp 162-168.

95. K. Kosec, & L. Wantchekon, *Can information improve rural governance and service delivery? World Development*, 115(xxxx), 2018.

96. L. Fernandes, & A. Shetty, Challenges Faced by E-Governance in India. International **Journal of Latest Trends in Engineering and Technology**, 2022, pp. 499-504.

97. J. Li, S. Krishnamurthy, A. Pereira Roders, & P. van Wesemael, State-of-the-practice: Assessing community participation within Chinese cultural World Heritage properties. **Habitat International**, 96. 2020.

98. B. W. Wirtz, P. Daiser, & B. Binkowska, *Integrated model of E-Participation.* In Global Encyclopedia of Public Administration, Public Policy, and Governance, Cham: Springer International Publishing, 2023, pp. 6835-6839

99. V. Palacin, A. Zundel, V. Aquaro, & W. M. Kwok, *Reframing e-participation for sustainable development.* In Proceedings of the 14th International Conference on Theory and Practice of Electronic Governance, 2021, pp. 172-180

100. K. Gilbert Kiplimo, & A. Patrick Amisi, *Good Governance and Service Delivery: A Study of Citizen Participation in Kisumu County*. **Universal Journal of Management**, 6(2), 2018, 59–69.

101. P. Đurman, A. Musa, & I. Koprić, *Participatory lawmaking in the digital age: the case of the e-public consultations platform in Croatia.* Engaging Citizens in Policy Making: e-Participation Practices in Europe. Cheltenham, UK, 2022, pp 91-103.

102. N. A. Obodo & D. O. Anigbata Challenges of Implementing Electronic Governance in Public Sector Organizations in Nigeria**. International Journal of Applied Economics, Finance and Accounting,** 2(1), 2018. pp. 30-35

103. Y. Danshina, & I. Britchenko, Electronic governance technologies in the system of providing administration. 2018. https://www.researchgate.net/publication/3238128072

104. I. Dhaoui, *Electronic governance: An overview of opportunities and challenges*. MPRA Paper, 2019. Online at, https://mpra.ub.uni-muenchen.de/92545/

105. S. K. Verma, V. Singh, & A. K. Bharti, Computational Model for Visualization of Risk, Challenges and Barrier in Implementation of e-Governance in Nepal. **Journal of Optoelectronics Laser,** 41(8), 2022, 783-789.

106. U. Ismail, & A. S. Abdullahi, *Digital policing in Nigeria: A study of Jigawa State Police Command.* **International Journal of Police Science & Management,** 26(1), 2024, pp 67-77.

107. R. S. Elkhan, G. Andrea, & I. Niftiyev, *E-government and petty corruption in public sector service delivery*. *Technology Analysis & Strategic Management,* 2022, 1-18

Lead City University DO NOT COPY

108. C. M. Tafadzwa, *Dissecting the Role of Good Governance in Enhancing Service Delivery: A Case of MNQUMA Municipality*. **Academy of Strategic Management Journal.** 21(3), 2022, 1-12

109. D. Kabiru, A. Y. Yusuf, & M. Y. Hindatu, *Nexus between e-governance and service delivery in Nigeria: (Assessing the role of stakeholders)*. **IJMSSSR,** 4(4), 2022, 25820265

110. H. T. Alrikabi, A. H. M. Alaidi, A. S. Abdalrada, and F. T. Abed, *Analysis the Efficient Energy Prediction for 5G Wireless Communication Technologies*, vol. 14(08), pp. 2337, 2019.

111. G. B. Sunam, & S. Shakya, *Security Issues and Solutions in Government to Citizens (G2C) Services–A Detailed Review*. In 2024 4th International Conference on Sustainable Expert Systems (ICSES) (pp. 502-507). IEEE, 2024

112. Solberg Söilen, K. (2024). *E-governance*. In Digital Marketing, Springer, Cham, 2024, pp. 427-433

113. S. Batool, S. A. Gill, S. Javaid, & A. J. Khan, *Good governance via E-Governance: moving towards digitalization for a digital economy*. Review of applied management and social sciences, 4(4), 2024, pp 823-836.

114. R. Pancho, *E-Governance Practices and Quality of Service Delivery through G2C in the Philippines.* In 2022 2nd International Conference in Information and Computing Research (iCORE), IEEE, 2022, pp 238-241

115. Z. A. Aziz, & A. B. Sallow, *Concepts of E-governance development: A review*. **Eurasian Journal of Science and Engineering**, 8(1), 2022, pp 51-64.

116. J. Roy, *Digital government and service delivery: An examination of performance and prospects. Canadian Public Administration*, 60(4), 2017, 538–561.

117. S. Bakrania, Urbanisation and Urban Growth, 24. Retrieved 2017 from www.gsdrc.org

118. M. J. J. Bossetta and m. c. quarterly, "*The Digital Architectures of Social Media: Comparing Political Campaigning on Facebook, Twitter, Instagram, and Snapchat in the 2016 US Election*," 95(2), 2018, 471-496.

119. S. A. Becker, M. Cummins, A. Davis, A. Freeman, C. G. Hall, and V. An anthanarayanan, "NMC horizon report: 2017 higher education edition," The New Media Consortium, 2017.

120. M. Pieterse, *How structural flaws contribute to the crisis in South Africa's municipalities.* The Conversation, August, 29, 2018

121. N. Waweru, *Business ethics disclosure and corporate governance in Sub-Saharan Africa (SSA)*. **International Journal of Accounting & Information Management**, 28(2), 2020, pp 363-387.

Leadership University DO NOT COPY

122. A. Puni, & A. Anlesinya, *Corporate governance mechanisms and firm performance in a developing country.* **International Journal of Law and Management**, 62(2), 2020, pp 147-169.

123. T. C. Maramura, O. I. Nzewi, H. M. Tirivangasi, & C. Hofisi, *Mandelafying the public service in South Africa: Towards a new theory.* **Journal of Public Affairs**, 20(1), 2020

124. N. S. Sewpersadh, *A theoretical and econometric evaluation of corporate governance and capital structure in JSE-listed companies.* Corporate Governance: **The International Journal of Business in Society**, 19(5), 2019, pp 1063-1081

125. Y. Bao, X. Cheng, L. Su, & A. Zarifis, *Achieving Employees' Agile Response in E-Governance: Exploring the Synergy of Technology and Group Collaboration*. Group Decision and Negotiation, 2024, pp 1-26.

126. M. Rahman, *The Implementation of E-Governance Initiatives Plays a Crucial Role in Ensuring the Realization of a Digital Bangladesh.* **Journal of Public Representative and Society Provision**, 3(2), 2023, pp 78-88.

127. S. C. J. Palvia& S. S. Sharma, *E-government and E-governance: Definitions/framework and status around the world. Computer society of India. Conference on E-governance*, 2007

128. H. Rajeshwari, *Service Delivery Effectiveness Through E-Governance: A Comparative Study between Rural and Urban Karnataka*. **IOSR Journal of Business and Management,** 2278(487), 2018, 8-14.

129. M. J. Kemp & S. Vyas-Doorgapersa, service delivery challenges in Protea Glen, Johannesburg. Africa's Public Service Delivery and Performance Review, 8(1), 2020, 111.

130. G. Mahlangu & E. Ruhode, *Factors Enhancing E-Government Service Gaps in a Developing Country Context. Proceedings of the 1st Virtual Conference on Implications of Information and Digital Technologies for Development*, 2021, 422-440

131. P. K. Gatobu& J. N. Muthini, *E-Government to Citizens Model and Service Delivery by Government of Kenya*. **International Journal of Research and Innovation in Social Science,** 5(4), 2021, 2454-6186

132. E. E. Chukwuemeka, C. Okeke & C. Okafor, Enhancing service delivery in Joint Admission and Matriculation Board (JAMB) Nigeria: The imperative of e-governance. frica's Public Service Delivery and Performance Review 6(1), a240, 2018.

133. I. U. Akpan, E. B. Dung & C. A. Ibegbulam, *Effect of E-governance Strategic Implementation on Public Service Delivery in Nigeria*. **EPRA International Journal of Multidisciplinary Research,** 6(11), 2020, 23-36

Lead City University DO NOT COPY

134. G. A. Abasiama & A. T. David, *Assessing E-Governance Implementation in Nigeria through the Technology Acceptance Model (TAM) Application*. **Global Scientific Journal,** 7(5), 2019, 2320-9186

135. H. O. Obi, O. A. Uzor, & D. C. J. Chukwurah, *E-Governance and Service Delivery in the Nigeria Civil Service*. **World Journal of Innovative Research,** 9(3), 2020, 49-59

136. M. L. Bello, A. A. Ishola, A. K. Abdulkareem, & U. Y. Abubakar, *E-Government and Public Service Delivery in Nigeria*. **Journal of Social Sciences and Humanities,** 17(5), 2020, 1-4

137. M. A. Adeolu-Akande, D. M. Oyedokun, & G. E. Oyedokun, *Assessing the Status and Challenges of e-Governance and e-Public Services Delivery in Nigeria*. A paper presented at the 2022 British Academy of Management (BAM) International Conference, Alliance Business School, Manchester Business School, United Kingdom. August 31 – September 2, 2022

138. B. A. Olusola, E-governance Usage on Service Delivery in Tertiary Institution in Oyo Township of South-west Nigeria. **African Journal of Management** Sciences, 11(3), 2019, 37-56.

139. S. M. Okeji, J. O. Adedoyin-Raji, & Y. I. Isa, *Legal frameworks for the implementation of electronic governance in Nigeria and matters arising*. **Environmental Technology and Science Journal,** 15(2), 2024, pp 150-155.

140. M. O. Ugada, F. O. Eze, & B. N. Olewe, *Effect Of e-Governance On Ict Skills Development In South East Nigeria (2015–2020).* **Caritas International Journal of Public Administration and Business Management,** 1(1), 2024

141. A. N. Eneanya, *Promoting Good Governance Using ICTs in Nigeria*. African Social Science Review, 11(1), 4, 2021

142. I. Kalu, & C. Obasi, *E-Governance and Economic Development in Sub-Saharan Africa: A Case of Nigeria.* Development, 11(1), 2021

143. G. I. Inakefe, V. U. Bassey, & J. O. Amadi, *Evaluation of the Policy and Institutional Implications of Digital Tools in E-Governance Reforms Implementation for Service Delivery in Cross River State Civil Service, Nigeria.* SAGE Open, 14(4), 2024

144. A. Afzal, S. Khan, S. Daud, Z. Ahmad, & A. Butt, *Addressing the digital divide: Access and use of technology in education*. **Journal of Social Sciences Review,** 3(2), 2023, pp 883-895.

145. I. B. Løberg, *Efficiency through digitalization? How electronic communication between frontline workers and clients can spur a demand for services*. Government information quarterly, 38(2), 2021

146. E. R. Sadik-Zada, A. Gatto, & I. Niftiyev, *E-government and petty corruption in public sector service delivery.* Technology Analysis & Strategic Management, 36(12), 2024, pp 3987-4003.

Lead City University DO NOT COPY

147. G. Mustafa, W. Rafiq, N. Jhamat, Z. Arshad, & F. A. Rana, *Blockchain-based governance models in e-government: a comprehensive framework for legal, technical, ethical and security considerations.* **International Journal of Law and Management**, 2024

148. S. Mushtaq, & M. Shah, *Critical Factors and Practices in Mitigating Cybercrimes within E-Government Services: A Rapid Review on Optimising Public Service Management. Information*, 15(10), 619, 2024

149. M. Zeebaree, & M. Aqel, *A weight-analysis technique of existing research on e-government implementation challenges in developing countries.* **Journal of Optimization in Industrial Engineering,** 14(Special Issue), 2021, pp 135-152.

150. G. Mahlangu, & E. Ruhode, *Factors enhancing e-government service gaps in a developing country context.* arXiv preprint arXiv:2108.09803, 2021

151. A. Campmas, N. Iacob, & F. Simonelli, *How can interoperability stimulate the use of digital public services? An analysis of national interoperability frameworks and e-Government in the European Union*. Data & Policy, 4, 2022

152. V. Margariti, T. Stamati, D. Anagnostopoulos, M. Nikolaidou, & A. Papastilianou, *A holistic model for assessing organizational interoperability in public administration.* Government Information Quarterly, 39(3), 2022

153. O. A. Omotayo, O. Kehinde, & J. S. Alaba, *E-Governance and Public Service Delivery*: Evidence from Nigeria, 2025

154. A. Imam, *Poor Internet Connectivity and its Implications on Nigeria's e-Governance Trajectory*. Available at SSRN 4928904, 2024

155. A. O. Olabimitan, K. Ogunmodede, & S. A. John, *E-Governance and Public Service Delivery: Evidence from Nigeria.* **Indian-Pacific Journal of Accounting and Finance,** 8(3), 2024, pp 3-13.

156. J. U. Ata-Agboni, & I. O. Olufemi, *E-governance and e-government: Rethinking public governance in Nigeria, within the context of COVID-19.* **Journal of Good Governance and Sustainable Development in Africa,** 6(2), 2021, pp 54-59.

157. G. Oyedokun, M. Adeolu-Akande, & D. Oyedokun, *Assessing the Status and Challenges of e-Governance and e-Public Services Delivery in Nigeria*, 2022

158. A. Kamsalem, *Electronic Governance and Public Policy in Nigeria: Problems and Prospects*. **Interdisciplinary Journal Of African & Asian Studies** (IJAAS), 9(4), 2023

159. C. O. Ibukun, *The role of governance in the health expenditure–health outcomes nexus: insights from West Africa*. **International Journal of Social Economics,** 48(4), 2021, pp 557-570.

160. W. S. Ajisegiri, S. Abimbola, A. G. Tesema, O. O. Odusanya, D. Peiris, & R. Joshi, *The organisation of primary health care service delivery for non-communicable diseases in Nigeria: a case-study analysis*. PLOS Global Public Health, 2(7), 2022

Lead City University DO NOT COPY

161. L. Moji, N. T. Nhede, & T. Masiya, *Factors impeding the implementation of oversight mechanisms in South African municipalities*. **Journal of Local Government Research and Innovation**, 3, 2022

162. P. I. Akpan-Obong, M. P. Trinh, C. K. Ayo, & A. Oni, *E-Governance as good governance? evidence from 15 West African countries. I*nformation Technology for Development, 29(2-3), 2023, pp 256-275.

163. C. P. Efunniyi, A. O. Abhulimen, A. N. Obiki-Osafiele, O. S., Agu, E. E., & I. A Adeniran, *Strengthening corporate governance and financial compliance: Enhancing accountability and transparency.* **Finance & Accounting Research Journal,** 6(8), 2024, pp 1597-1616.

164. B. Bakhtiar, *Accountability and Transparency in Financial Management of Village Fund Allocations in Achieving Good Governance*. ATESTASI: Jurnal Ilmiah Akuntansi, 4(2), 2021, pp 230-245.

165. E. E. O. Chukwuemeka & C. Okeke, *E –Governance and public service delivery: A study of the Joint Admission and Matriculation Board [JAMB] South- East*, **Nigeria Journal Business Economic Management**. 7(2), 2019, pp. 29-41.

166. Y. Mpu & E. O. Adu, *E-Governance as the way of Simplifying and Speeding Up Service Delivery*. International Journal of Economics, Business and Management Research, 3(6), 2019, pp. 192-195

167. E. Walter, *Electronic Governance and Service Delivery in Selected Ministries in Ebonyi State*. **Social Science Journal**, 3, 2019, pp. 2581-6624.

168. M. A. Dinoroy, *The Impact of E-Government System on Public Service Quality in Indonesia*. **European Scientific Journal**, 13(35), 2017.

169. A. Olalekan, J. Ibietan, & A. Oludare, *E-Governance Implementation and Public Service Delivery in Nigeria the Technology Acceptance Model*, **Journal of Public** Administration and Governance, 7(4), 2017, pp. 2161-7104

170. A. Farzana, *Governance and Public Service Delivery in India*, **International Growth Centre**, 2017, pp. 1-31

171. G. N. Adiele, *Improving Productivity in the Public Sector through E-Governance Programmes. Convenant University Conference on e-Governance in Nigeria,*2017, pp. 234-248.

172. A. Onserio& W. Muturi, *Influence of E-governance strategy on service delivery in Devolved Units: A case study of Kiisi County, Kenya*. **International Journal of Social Science and Information Technology**, 5(5), 2019, pp. 283-296.

173. T. A. Samboma*, E-Government, A Tool for Service Delivery in Botswana's Local Authorities?***Global Journal of Human Social Science,** 19(1), 2019, pp. 1-7

174. I. Rasul & D. Rogger, *Management of bureaucrats and public service delivery: Evidence from the nigerian civil service.***The Economic Journal**, 128(608), 2018, pp. 413-44

Lead City University DO NOT COPY

175. A. C. A. Viana, *Digital transformation in public administration: from e-Government to digital government***. International Journal of Digital Law,** 1, 2021, pp 29-44.

176. J. J. P. Latupeirissa, N. L. Y. Dewi, I. K. R. Prayana, M. B. Srikandi, S. A. Ramadiansyah, & I. B. Pramana, *Transforming public service delivery: A comprehensive review of digitization initiatives*. Sustainability, 16(7), 2024

177. I. S. Isah, A. A. Chiroma, & A. M. Dance, *Assessment of E-Governance Implementation on Service Delivery in Nasarawa State University, Keffi (2017-2021).* **AKSU Journal of Administration and Corporate Governance**, 1(1), 2024, pp 89-100.

178. N. A. Ebele, A. E. Chibugo, & U. C. Benedicta, *Periscoping e-governance in Nigeria: matters arising.* **NG Journal of Social Development**, 13(1), 2024, pp 37-47.

179. M. L. Abbakaka, U. D. Umaru, & A. Abiso, *E-Governance in Nigerian Tax Administration: Prospects and Challenges.* Sustainable Governance, Citizenship and National Development, 332, 2023

180. O. A. Omotayo, O. Kehinde, & J. S. Alaba, *E-Governance and Public Service Delivery: Evidence from Nigeria*, 2025.

181. K. Modu, *Effect of E-governance on the Performance of Civil Servants in Jigawa State. Nigeria*. **International Journal of Public Policy and Administrative Studies,** 11(4), 2021, pp 40-49.

182. G. I. Inakefe, V. U. Bassey, & J. O. Amadi, *Evaluation of the Policy and Institutional Implications of Digital Tools in E-Governance Reforms Implementation for Service Delivery in Cross River State Civil Service, Nigeria.* SAGE Open, 14(4), 2024

183. S. M. Okeji, J. O. Adedoyin-Raji, & Y. I. Isa, *Legal frameworks for the implementation of electronic governance in Nigeria and matters arising*. **Environmental Technology and Science Journal**, 15(2), 2024, pp 150-155.

184. M. O. Ugada, F. O. Eze, & B. N. Olewe, *Effect Of e-Governance On Ict Skills Development In South East Nigeria (2015–2020).* **Caritas International Journal of Public Administration and Business Management,** 1(1), 2024

185. O. O. Obara, & R. Dibie, *Analysis of E-Governance and Performance Management in Delta State of Nigeria.* **Review of Public Administration and Management Journal (ROPAMJ),** 21(1), 2024, pp 32-51.

186. S. C. Ndema, *Effect of E-Governance on Service Delivery in Enugu State Civil Service: A Study of Selected Ministries.* **International Academic Journal of Advanced Educational Research**, 10(1), 2024, pp 107-125.

187. E. A. Anayo, S. M. Itodo, & C. M. Onuora, *Effect of E-Governance Training on Employee Performance at National Orientation Agency, Abuja*. **Kashere Journal of Politics and International Relations**, 2(1), 2024, pp 57-64.

Lead City University DO NOT COPY

188. A. S. Mustafa, & M. B. Garcia, *Theories integrated with technology acceptance model (TAM) in online learning acceptance and continuance intention: A systematic review.* In 2021 1st Conference on Online Teaching for Mobile Education (OT4ME), 2021, pg 68-72

189. A. Granić, & N. Marangunić, *Technology acceptance model in educational context: A systematic literature review.* **British Journal of Educational Technology**, 50(5), 2019, pp. 2572-2593.

190. H. Rafique, A. O. Almagrabi, A. Shamim, F. Anwar, & A. K. Bashir, A. K. *Investigating the acceptance of mobile library applications with an extended technology acceptance model (TAM).* Computers & Education, 145, 2020

191. H. A. Alfadda, & H. S. Mahdi, *Measuring students' use of zoom application in language course based on the technology acceptance model (TAM).* **Journal of Psycholinguistic Research**, 50(4), 2021, pp. 883-900.

192. A. S. Al-Adwan, N. Li, A. Al-Adwan, G. A. Abbasi, N. A. Albelbisi, & A. Habibi, A. *Extending the technology acceptance model (TAM) to Predict University Students' intentions to use metaverse-based learning platforms.* Education and Information Technologies, 2023, pp. 1-33.

193. S. R. Natasia, Y. T. Wiranti, & A. Parastika, *Acceptance analysis of NUADU as e-learning platform using the Technology Acceptance Model (TAM) approach. Procedia Computer Science,* 197, 2022, pp. 512-520.

194. S. Na, S. Heo, S. Han, Y. Shin, & Y. Roh, *Acceptance model of artificial intelligence (AI)-based technologies in construction firms: Applying the Technology Acceptance Model (TAM) in combination with the Technology–Organisation–Environment (TOE) framework.* Buildings, 12(2), 2022

195. A. Imam, *Poor Internet Connectivity and its Implications on Nigeria's e-Governance Trajectory.* Available at SSRN 4928904, 2024

196. A. Okoeguale, *Nigerian Creative Industry Revisited: Practitioners' Perspectives on the State of Technology Hubs.* **Journal of African Film & Diaspora Studies (JAFDIS)**, 7(3), 2024

197. E. A. Attia, A. Alarjani, M. S. Uddin, & A. F. Kineber, *Examining the influence of sustainable construction supply chain drivers on sustainable building projects using mathematical structural equation modeling approach.* Sustainability, 15(13), 2023

198. M. A. Musarat, A. Sadiq, W. S. Alaloul, & M. M. Abdul Wahab, *A systematic review on enhancement in quality of life through digitalization in the construction industry*. Sustainability, 15(1), 202, 2022

199. M. E. Sepasgozar, F. U. Ramzani, U. Ebrahimzadeh, S., Sargolzae, S., & S. Sepasgozar, *Technology acceptance in e-governance: A case of a finance organization.* **Journal of Risk and Financial Management**, 13(7), 138, 2020

Leading University DO NOT COPY

200. A. Shankar, & P. Kumari, *A study of factors affecting mobile governance (mGov) adoption intention in India using an extension of the technology acceptance model (TAM)*. **South Asian Journal of Management**, 26(4), 2019, pp. 71-94.

201. G. Karyawati, B. Subroto, T. Sutrisno, & E. Saraswati, *Explaining the complexity relationship of CSR and financial performance using neo-institutional theory.* **Journal of Asian Business and Economic Studies**, 27(3), 2020, pp. 227-244.

202. F. W. Geels, *Micro-foundations of the multi-level perspective on socio-technical transitions: Developing a multi-dimensional model of agency through crossovers between social constructivism, evolutionary economics and neo-institutional theory.* Technological Forecasting and Social Change, 152, 2020

203. I. S. Isah, A. A. Chiroma, & A. M. Dance, *Assessment of E-Governance Implementation on Service Delivery in Nasarawa State University, Keffi (2017-2021).* AKSU Journal of Administration and Corporate Governance, 1(1), 2024, pp 89-100.

204. O. A. David, O. C. Onyepuemu, & I. B. Qazeem, *E-Governance Response in Tackling Covid-19 in Nigeria.* PERSPEKTIF, 11(3), 2022, pp 839-849.

205. P. U. Chinedu, W. Nwankwo, & E. B. Isong, *E-Readiness Dimensions for a Consolidated Strategic e-Governance Implementation:* The MDA Perspective. IUP **Journal of Knowledge Management,** 19(2), 2021, pp 46-70.

206. I. Kalu, & C. Obasi, *E-Governance and Economic Development in Sub-Saharan Africa: A Case of Nigeria.* Development, 11(1), 2021

207. O. O. Oyewole, & G. G. Adetimehin, *E-Governance and Service Delivery in Ondo State Ministry of Education: Prospects and Challenges.* **Journal of Public Administration, Policy and Governance Research**, 2(4), 2024, pp 174-182.

208. M. T. Terrance, *Assessing the e-readiness of e-government Implementation in South African Municipalities*. **Journal of African Film & Diaspora Studies (JAFDIS)**, 6(4), 2023

209. K. O. Oseni, *Barriers facing e-service adopting and implementation at local environment level in Nigeria.* arXiv preprint arXiv:2406.15375, 2024

210. N. A. Nuhu, & M. S. Jamiu, *Public sector reform in Nigeria: The imperative of e governance*. sustainable transformation of public and corporate management in digital age: perspectives, challenges & prospects, 208, 2021

211. M. K. Abubakar, *A Proposed e-Readiness Assessment Model for University Libraries in Nigeria.* Library Philosophy & Practice, 2023

212. J. E. Ogbu, N. Onele, & E. S. Yakubu, *E-Readiness of Technical Teachers to Use ICT Facilities in Nasarawa State Technical Colleges.* **Journal of Contemporary Research in Educational Administration and Management**, 1(3), 2024

213. E. J. Monday, A. A. Olukemi, M. Ruth, & F. E. Olapeju, *Challenges in Applying ICT to Tax Generation in Local Government Administration in Nigeria.* TWIST, 19(3), 2024, pp 351-356.

Lead City University DO NOT COPY

214. K. Ogunsola, & M. A. Tiamiyu, *Predicting customers use of electronic government services in Nigeria.* **International Journal of Public Administration in the Digital Age** (IJPADA), 8(1), 2021, pp 1-21.

215. S. M. Abdulnabi, *Issues and challenges of implementing e-governance in developing countries: a comprehensive analysis of civil service models*. Cogent Business & Management, 11(1), 2024

216. I. S. Umezurike, *Exploring the Adoption of Electronic Medical Records in Primary Health Care Centres in Calabar Municipality: The Challenges and Prospects of E-Governance.* **Journal of Good Governance and Sustainable Development in Africa,** 6(2), 2021, pp 70-80.

217. G. Umbach, & I. Tkalec, *Evaluating e-governance through e-government: Practices and challenges of assessing the digitalisation of public governmental services*. Evaluation and program planning, 93, 2022

218. M. P. Neupane, *Expanding practices of E-governance system in the contemporary world.* **Journey for Sustainable Development and Peace Journal,** 2(2), 2024, pp 54-74.

219. O. Nimko, V. Ohorodnyk, V. Dankevych, & I. Doronina, *E-governance and Corruption Perception: Global Insights and Ukraine's Context During War and Displacement*. **Pakistan Journal of Criminology**, 16(3), 2024

220. R. Adeleke, *Digital divide in Nigeria: The role of regional differentials*. **African Journal of Science, Technology, Innovation and Development**, 13(3), 2021. pp 333-346.

221. P. O. Vitalis, E. M. Aondover, O. Ogunbola, T. E. Onyejelem, & M. Ridwan, *Accessing Digital Divide and Implications in Nigeria: The Media Dimension*. **Budapest International Research and Critics Institute-Journal (BIRCI-Journal),** 8(1), 2025, pp 1-12.

222. A. D. Garba, N. J. Ogunode, A. Musa, & I. Ahmed, *Effects of insecurity on tertiary education in north-east Nigeria and way forward.* **Spanish Journal of Society and Sustainability**, 2, 2022, pp 10-17.

223. I. T. Tukur, & C. C. Aguiyi, *Poor education, unemployment and national security in Nigeria.* **NIU Journal of Social Sciences,** 8(1), 2022, pp 187-197.

224. A. Ahmadu, & O. E. Valentine, *Youth Unemployment, Causes, Effects and Implication On Nigeria's Security Industry.* **FUW-International Journal of Management and Social Sciences,** 7(1), 2022, pp 18-18.

225. G. Karyawati, B. Subroto, T. Sutrisno, & E. Saraswati, *Explaining the complexity relationship of CSR and financial performance using neo-institutional theory.* **Journal of Asian Business and Economic Studies**, 27(3), 2020, pp. 227-244.

Lead City University DO NOT COPY

226. F. W. Geels, *Micro-foundations of the multi-level perspective on socio-technical transitions: Developing a multi-dimensional model of agency through crossovers between social constructivism, evolutionary economics and neo-institutional theory.* Technological Forecasting and Social Change, 152, 2020

227. N. Karkin, & M. Janssen, *Structural changes driven by e-petitioning technology: changing the relationship between the central government and local governments.* Information Technology for Development, 26(4), 2020, pp. 837-855.

228. C. C. Williams, *Theorising an E-government Approach Towards Formalising the Informal Economy. In Formalization of the Informal Economy: An e-Government Approach* Cham: Springer Nature Switzerland, 2023, Pg pp. 21-56

229. M. Campra, P. Esposito, & V. Brescia, *Corporate social responsibility and technological perspectives in healthcare: An exploratory analysis of the evolution of the anti-corruption system through multiple case studies.* Corporate Social Responsibility and Environmental Management, 2023

230. S. Sharma, A. K. Kar, M. P. Gupta, Y. K. Dwivedi, & M. Janssen, *Digital citizen empowerment: A systematic literature review of theories and development models.* Information Technology for Development, 28(4), 2022, pp. 660-687.

231. M. J. Sule, M. Zennaro, & G. Thomas, *Cybersecurity through the lens of digital identity and data protection: issues and trends.* Technology in Society, 67, 2021

232. A. T. Oyewole, B. B. Oguejiofor, N. E. Eneh, C. U. Akpuokwe, & S. S. Bakare, *Data privacy laws and their impact on financial technology companies: a review.* **Computer Science & IT Research Journal,** 5(3), 2024, pp 628-650.

233. A. Adediran, S. A. Olaogun, M. S. Oluwadele, & L. Oluwadele, *Managing ethnic and cultural diversity for political development in Africa: A case study of Nigeria.* International Affairs and Global Strategy, 90, 2021, pp 39-54.

234. C. J. Igbokwe-Ibeto, & K. O. Osakede, *Nigerian public service and the dilemma of good governance: examining the normative and empirical challenges*. **Advance Journal of Management and Social Sciences**, 7(1), 2023

235. M. Mazzucato, M. Qobo, & R. Kattel, *Building state capacities and dynamic capabilities to drive social and economic development: The case of South Africa.* Johannesburg: University of the Witwatersrand, 2021

236. L. Racovita, M. Diaconu, & D. Carbonero Muñoz, *Digital skills in social work education: a human rights issue?.* Social Work Education, 2024, pp 1-16.

237. A. Amin, A. H. Bamidele, & A. Abdullahi, *Public Administration Reform: An Impetus For Good Governance And Political Security In Nigeria*. **Malaysian Management Journal,** 28, 2024, pp 173-214.

238. F. M. Adeyinka, & A. P. Adewumi, *Enhancing Public Service Delivery in Nigeria Through Agile Practice.* **Jurnal Administrasi Publik (Public Administration Journal),** 13(2), 2023, pp 192-206.

Lead City University DO NOT COPY

239. B. Wardiyanto, E. Setijaningrum, S. Samad, & A. H. Kandar, *Mending the mismatch of minds and mandates: reimagining competency-centric public service delivery in Bojonegoro Regency, Indonesia*. Cogent Business & Management, 12(1), 2025

240. S. A. Campos, & R. Peeters, *Policy improvisation: How frontline workers cope with public service gaps in developing countries—The case of Mexico's Prospera program.* Public Administration and Development, 42(1), 2022, pp 22-32.

241. V. Klochan, I. Piliaiev, T. Sydorenko, V. Khomutenko, A. Solomko, & A. Tkachuk, *Digital Platforms as a tool for the transformation of strategic Consulting in Public Administration.* **Journal of Information Technology Management,** 13(Special Issue: Role of ICT in Advancing Business and Management), 2021, pp 42-61.

242. D. R. Adhikari, & P. Shrestha, *Knowledge management initiatives for achieving sustainable development goal 4.7: higher education institutions' stakeholder perspectives*. **Journal of Knowledge Management**, 27(4), 2023, pp 1109-1139.

243. T. M. Masenya, *Integrating talent and knowledge management practices in the new normal business environment: developing future leaders in public sector organizations.* In Navigating the new normal of business with enhanced human resource management strategies, IGI global, 2022, pp. 113-144

244. S. Mukhuty, A. Upadhyay, & H. Rothwell, *Strategic sustainable development of Industry 4.0 through the lens of social responsibility: The role of human resource practices*. Business Strategy and the Environment, 31(5), 2022, pp 2068-2081.

245. C. Gubbins, & L. Dooley, *Delineating the tacit knowledge-seeking phase of knowledge sharing: The influence of relational social capital components*. Human Resource Development Quarterly, 32(3), 2021, pp 319-348.

246. C. Onyezere, E. Chukwuemeka, & I. Okpani, *Periscoping Electronic Governance in Nnamdi Azikiwe University Awka: Has it really Reinvigorates Employee Service Delivery?*. **NG Journal of Social Development**, 13(2), 2024, pp 13-37.

247. N. Monkam, & M. G. Mangwanya, *Digital Tools for Boosting the Impact of Fiscal Decentralization in Africa's Local Economies*. F1000Research, 13, 2024

248. D. P. Fisayo, N. Nte, A. A. Adejoke, & O. R. Ayoola, *Elite Capture Syndrome and Anti-Corruption Control in Nigeria: The Economic and Financial Crimes Commission and The Independent Corrupt Practices Commission in Perspective*. **International Journal of Business, Humanities, Education and Social Sciences (IJBHES),** 5(2), 2023, pp 144-152.

249. E. O. Oni, *Forging ahead as an anti-corruption agency: the case of the Independent Corrupt Practices and Other Related Offences Commission (ICPC) in Nigeria (2000–2017),* 2021

250. F. Mutungi, R. Baguma, A. H. Ejiri, & T. Janowski, *Digital anti-corruption typology for public service delivery*. **International Journal of Computer Applications,** 975, 2021

Lead City University DO NOT COPY

251. D. B. Jarbandhan, *Ethical public sector leadership and good governance.* Administratio Publica, 29(2), 2021, pp 24-48.

252. M. Lungu, *Enhancing public service delivery in government procurement: A review exploring the role of artificial intelligence and automative structures.* Handbook of Public Service Delivery, 2024, pp 188-204.

253. N. J. Ogunode, T. G. Olatunde-Aiyedun, C. U. Ukozor, & E. O. Ayeni, *Deployment of Information Communication Technology in Addressing Corruption in Tertiary Institutions in Nigeria*. **International Journal of Applied Research and Sustainable Sciences**, 2(11), 2024, pp 975-990.

254. X. Gao-Zeller, X. Li, F. Yang, & W. Zhu, *Driving mechanism of CSR strategy in Chinese construction companies based on neo-institutional theory*. **KSCE Journal of Civil Engineering,** 23, 12019, pp. 939-1951.

255. S. Nwafor, *Poor Political Leadership: Quagmire to National and Political Unity in Nigeria,* **African Journal of Humanities and Contemporary Education Research** 6(1), 2022, pp. 1-12.

256. A. Obi-Ani, Ezeaku. N. D. O, I. Ogechi, C. I. Mathias, P. Obi-Ani, & Onu. J O. C. *Covid-19 pandemic and The Nigerian primary healthcare system: The leadership question*, **Cogent Arts & Humanities** 8(1), 2021

257. Adika. G. *Economic growth dynamics between resource-rich and resource-poor countries in sub-Saharan Africa: The role of politics and institutions*." **African Development Review** 32(3), 2020, pp. 303-315.

258. E. Umemezia, & K. Edobor, *Security and economic development in Nigeria: A leadership perspective*, **Nigerian Academy of Management Journal** 14(2) 2019, pp. 104-109.

259. Nyiayaana. K, & T. C. B. Jack, *Chinese Investments in Nigeria and the Political Economy of Trade, 1999-2019: A Leadership Perspective*, **Leadership and Developing Societies,** 6(1,) 2021, pp. 10-29.

260. O. Ebhomienlen, *Religion and Patriotic Leadership in Nigeria: An Illustration of Nehemiah's Leadership Feat in Judah*." **Humanus Discourse** 2(1), 2021

261. A. Amodu, "Prebendalism and netizenship: *Critical notes on good governance and the social media in Nigeria."* **International Journal of Research in Social Sciences** 7(12), 2017, Pg 1-11.

262. M. L. Koenane, "*The role and significance of traditional leadership in the governance of modern democratic South Africa*." Africa Review 10(1), 2018, pp. 58-71.

263. M. Nzomo, "*Prospects for democratic governance in Africa: Impacts of civil societies and ethnicities." In crises of governance in Asia and Africa,* Routledge, 2017, pp. 148-166.

Iraq City University DO NOT COPY

264. B. K. Choudhary, & D. Diganta, "*Urban governance under neoliberalism: Increasing centralization or participatory decentralization." In Urban and Regional Planning and Development,* Springer, Cham, 2020, pp. 303-312.

265. C. J. Bennett, & D. R. Charles, *The governance of privacy: Policy instruments in global perspective*. Routledge, 2017.

266. A. Arewa*, "Corruption, money laundering and Nigeria's crisis of development."* Journal of Financial Crime, 2019

267. Y. Keping, *"Governance and good governance: A new framework for political analysis."* **Fudan Journal of the Humanities and Social Sciences** 11(1), 2018, pp 1-8.

268. H. A. Saliu, & A. M. Abdulrasheed, *"Failed elongation of presidential term limits in Nigeria under Olusegun Obasanjo." In The Politics of Challenging Presidential Term Limits in Africa,* Palgrave Macmillan, Cham, 2020, pp. 171-203.

269. D. Ornston, "*Good Governance Gone Bad." In Good Governance Gone Bad.* Cornell University Press, 2018.

270. C. Da, F. Nuno, & C. M. Rui, "*Structuring composite local governance indicators."* Policy Studies 38(2), 2018, pp. 109-129.

271. H. Addink, *Good governance: Concept and context*. Oxford University Press, 2019.

272. T. Forrest, *Politics and Economic Development in Nigeria: Updated Edition*. Routledge, 2019.

273. N. S. Nag, *"Government, governance and good governance*." **Indian Journal of Public Administration** 64(1), 2018, pp. 122-130.

274. M. Doornbos, *"'Good governance': the rise and decline of a policy metaphor*?" In *Changing the Conditions for Development Aid,* Routledge, 2019, pp. 93-108

275. A. A. Zainal, *"Good governance of zakat institutions: A literature review*." **Journal of Southwest Jiaotong University** 55(2), 2020

276. J. Parkhurst, *The politics of evidence: from evidence-based policy to the good governance of evidence*. Taylor & Francis, 2017.

277. C. A. Crocker, "*African governance: Challenges and their implications*." *Governance in an Emerging New World,* Winter Series *119*, 2019

278. J. E. Ebizim, & F. C. Onyemere*, "The doctrine of federalism and the clamour for restructuring of Nigeria for good governance: Issues and challenges**." International Journal of Advanced Academic research/social and management sciences*** 4(4), 2018

279. W. Hatungimana, *How people appraise their government: corruption perception of police and political legitimacy in Africa*. **The Journal of Modern African Studies,** 60(1), 2022, pp. 1-22.

280. M. Aliu, *Political corruption, government legitimacy, and democracy in Nigeria, 1999–2015*. **European Scientific Journal**, 15(26), 2019, pp. 126-138.

281. T. Nguyen Chau, T. T. T. Pham, T. C.V. Ha, & D. Nguyen, *Corruption, market structure, and industry competition in the Vietnamese construction sector.* Construction Management and Economics, 2023, Pg 1-16.

282. N. A. El-Rufai*, "Next generation Nigeria: What is restructuring and does Nigeria need it." In Africa Program Meeting Transcript,* Chatham House, London, Vol. 3. 2017.

283. J. R. Levine, *"The paradox of community power: Cultural processes and elite authority in participatory governance*." **Social Forces** 95(3), 2017, pp. 1155-1179.

284. E. I. Obarisiagbon, & O. A. Emily, *"Insecurity crisis in Nigeria: The law enforcement agents a panacea.*" **J. of soc'y & social work** 7(1), 2019, pp. 44.

285. A. Okoli, & O. O. Cornelius, *"Herdsmen militancy and humanitarian crisis in Nigeria: A theoretical briefing."* African Security Review 27(2), 2018, pp. 129-143.

286. P. K. Ozili, *Corporate governance research in Nigeria: a review*. SN Business & Economics, 1(1), 17, 2020

287. S. A. Lateef, N. Rashid, A. U. Farouk, & W. D. Olanipekun, *Does the independent of supreme audit institutions matter on good governance? An insight from Nigeria auditor general for the federation.* **Universal Journal of Accounting and Finance**, 9(4), 2021, Pg 712-721.

288. L. Oscar, *Advancing post-structural institutionalism: discourses, subjects, power asymmetries, and institutional change*, Critical Review 30(3-4), 2018, pp. 325-346.

289. A. C. Robinson, & U. S. Ebere, *Strategies for achieving sustainable development in Nigeria: conceptual and empirical approach*, **International Journal of Sustainable Development**, 2019, Pg 77-100.

290. A. J. Echendu, *The impact of flooding on Nigeria's sustainable development goals (SDGs)*, **Ecosystem Health and Sustainability** 6(1), 2020

291. R. M. Olalekan, E. O. Odipe, A. Babatunde, E. D. Omini, Efegbere Henry Akpojubaro, & O. E. Owobi*, Leaving no one behind? Drinking water challenge on the rise in Niger Delta region of Nigeria: A Review*, Drinking Water Challenge on the Rise in Niger Delta Region of Nigeria, 2020

292. O. J. Itohan, *Strategies for funding technical vocational education and training for achieving sustainable national development in Nigeria in a post-oil boom economy,* **Vietnam Journal of Education** 4, no. 2, 2020, pp. 1-10.

293. M. V. Vikhoreva, N. Yu Malanina, & V. A. Ogloblin, *Sustainable development of the territory. Concept foundation,* In European Proceedings of Social and Behavioural Sciences EpSBS, 2020, pp. 1668-1677.

Leo City University DO Not Cite

294. Polanco-Levicán, Karina, & Sonia Salvo-Garrido, *Understanding social media literacy: A systematic review of the concept and its competences* **International Journal of Environmental Research and Public Health** 19(14), 2022,

295. Af. Aida, E. W. Abbas, & H. Susanto. *The role of historical science in social studies learning materials for increasing values of student's nationalism*, **The Innovation of Social Studies Journal** 3(1), 2021, pp. 1-8.

296. B. Ponti, A. Cerrillo-i-Martínez, & F. Di Mascio, *Transparency, digitalization and corruption. In Understanding and fighting corruption in Europe: From repression to prevention,* Cham: Springer International Publishing, 2022, pp. 97-126

297. V. Vadivelu, *Strengthening Public-Sector Governance in India 1. In Institutions and Public Policy for India's Sustainable Development*, Routledge India, 2024, pp. 94-116

298. M. Moszoro, M. Nose, S. Nunhuck, S. Pattanayak, L. R. del Paso, F. Solomon, & G. Uña, *Transforming Public Finance through GovTech. International Monetary Fund,* STaff Discussion Note, 3, 2023

299. J. A. Luft, S. Jeong, R. Idsardi, & G. Gardner, *Literature reviews, theoretical frameworks, and conceptual frameworks: An introduction for new biology education researchers.* CBE—Life Sciences Education, 21(3), rm33, 2022

300. M. A. Al-Sharafi, M. Al-Emran, N. Al-Qaysi, M. Iranmanesh, & N. Ibrahim, N. (2024). *Drivers and barriers affecting metaverse adoption: A systematic review, theoretical framework, and avenues for future research.* **International Journal of Human–Computer Interaction**, 40(22), 2024, pp 7043-7064.

301. O.M. Adewale, & O.B. Oyewole, *E-governance and service delivery in the Nigerian public sector: A study of selected ministries in Lagos State.* Journal of Public Administration and Policy Research, 12(3), 2020, pp. 45–58.

302. J.L. Bower & C.M. Christensen, *Disruptive technologies: Catching the wave.* Harvard Business Review, 73(1), 1995, pp. 43–53.

303. C.M. Christensen, *The innovator's dilemma: When new technologies cause great firms to fail.* Harvard Business School Press, 1997.

304. C.M. Christensen, *The ongoing process of building a theory of disruption.* **Journal of Product Innovation Management**, 23(1), 2006, pp. 39–55.

305. C.M. Christensen, & H.J. Eyring, *The innovative university: Changing the DNA of higher education from the inside out.* Jossey-Bass, 2011.

306. C.M. Christensen, M.E. Raynor, & R. McDonald, *What is disruptive innovation?* Harvard Business Review, 93(12), 2015, pp. 44–53.

307. R. Heeks, *Implementing and managing e-government: An international text.* SAGE Publications, 2006.

Lead City University DO NOT COPY

308. V.D. Ndou, *E-government for developing countries: Opportunities and challenges.* **The Electronic Journal on Information Systems in Developing Countries,** 18(1), 2004, pp. 1–24.

309. L. Carter & F. Bélanger, *The utilization of e-government services: Citizen trust, innovation and acceptance.* Information Systems Research*, 16*(1), 2005, pp. 1–23.

310. F. D. Davis, *Perceived usefulness, perceived ease of use, and user acceptance of information technology.* MIS Quarterly, 13(3), 1989, pp. 319–340.

311. F.D. Davis, R.P. Bagozzi & P.R. Warshaw, *User acceptance of computer technology: A comparison of two theoretical models.* Management Science, 35(8), 1989, pp. 982–1003.

312. V. Venkatesh & F.D. Davis, *A theoretical extension of the technology acceptance model: Four longitudinal field studies.* Management Science, 46(2), 2000, pp. 186–204.

313. F. Bannister, & R. Connolly, *ICT, public values and transformative government: A framework and programme for research.* Government Information Quarterly*, 31*(1), 2014, pp. 119–128.

314. L. Carter & F. Bélanger, *The utilization of e-government services: Citizen trust, innovation and acceptance.* Information Systems Research, 16(1), 2005, pp. 1–23.

315. C. M. Christensen, C. M. *The innovator's dilemma: When new technologies cause great firms to fail.* Harvard Business School Press, 1997.

316. C.M. Christensen & M.E. Raynor, *The innovator's solution: Creating and sustaining successful growth.* Harvard Business School Press, 2003.

317. C.M. Christensen, *The innovator's dilemma: When new technologies cause great firms to fail* (Updated ed.). Harvard Business Review Press, 2016.

318. A. Hanelt, R. Bohnsack, D. Marz, & C. Antunes Marante, *A systematic review of the literature on digital transformation: Insights and implications for strategy and organizational change.* **Journal of management studies**, 58(5), 2021, pp 1159-1197.

319. I. Filatotchev, R. D. Ireland, & G. K. Stahl, *Contextualizing management research: An open systems perspective.* **Journal of Management Studies**, 59(4), 2022, pp 1036-1056.

320. N. Dharmayanti, T. Ismail, I. A. Hanifah, & M. Taqi, *Exploring sustainability management control system and eco-innovation matter sustainable financial performance: The role of supply chain management and digital adaptability in indonesian context.* **Journal of Open Innovation: Technology, Market, and Complexity,** 9(3), 2023

LeadCity University DO NOT COPY

321. I. L. Nnaji, C. J. Igbokwe-Ibeto, I. O. Ukeje, & S. O. Nwangbo, *Educational and political leadership challenges: Exploring implications on security in Nigeria*. **West African Journal of Educational Sciences and Practice,** 1(2), 2022, pp 70-76.

322. O. O. Moses, *Corporate governance and economic sustainability reporting in Nigeria.* **Journal of Accounting and Taxation**, 13(4), 2021, pp 243-254.

323. R. E. Governor, A. Clever, & U. C. Akata, *An assessment of media systems and operations in Nigeria's democracy: using the normative theories of the press.* **Journal of Global Social Sciences,** 2(5), 2021, pp 45-64.

324. J. K. Pandey, *Public trust and collaborative e-governance performance: a study on government institutions and services.* Transforming Government: People, Process and Policy, 17(4), 2023, pp 510-531.

325. D. K. Das, *Exploring the Symbiotic Relationship between Digital Transformation, Infrastructure, Service Delivery, and Governance for Smart Sustainable Cities.* Smart Cities, 7(2), 2024, pp 806-835.

326. G. Umbach, & I. Tkalec, *Evaluating e-governance through e-government: Practices and challenges of assessing the digitalisation of public governmental services.* Evaluation and program planning, 93, 2022

327. M. Abuljadail, A. Khalil, S. Talwar, & P. Kaur, *Big data analytics and e-governance: Actors, opportunities, tensions, and applications.* Technological Forecasting and Social Change, 193, 2023

328. S. Yusuf, & M. A. Ibrahim, *Educational Services in Nigerian Universities: Prospect, Challenges and Way Forward*. **Fuoye Journal of Educational Management,** 1(1), 2024

329. M. M. Imran, *Analyzing the Development of Structural-Functional Theory in the Sociological Approach to Primary School Education.* **International Journal of Basic Educational Research,** 1(1), 2024, pp 47-51.

330. H. A. Malik, & F. A. Malik, *Emile Durkheim contributions to sociology.* Sociology, 6(2), 2022, pp 7-10.

331. S. Wasilah, *Education in a Functional Structural Perspective and Conflict Regarding Social Relations in Society.* JUPE: Jurnal Pendidikan Mandala, 8(3), 2023, pp 902-909.

332. S. Rasheed, & H. Ahmad, *Structural Functionalism in Shah Waliullah's Thought*. Shnakhat, 3(2), 2024, pp 61-74.

333. O. F. Muyideen, A. R. Abayomi, & A. T. Evelyn, *A Theoretical Discourse of Substance Abuse and Security Threat among Nigerian Youths; Current Literatures and Interrogations*. **Randwick International of Social Science Journal,** 3(2), 2022, pp 281-290.

334. J. U. Ata-Agboni, A. Aliyu, Y. I. Usman, Y. Ibrahim, N. Hamza, O. T. Wahab, O. T., ... & Y. Abdulkerim, *Local Government Autonomy and Democratic Dividend in*

Lead City University DO NOT COPY

Nigeria: An Assessment. **International Journal of Public Administration and Management Research**, 8(5), 2023, pp 112-122.

335. Nwankwo, F. C. (2023). Sociological review of the forms, merits and challenges of the traditional health care delivery system in Nigeria. The Nigerian Journal of Medical Sociology, 4(1).

336. O. Adeyemi, *The concept of corruption: A theoretical exposition*. **The Journalish: Social and Government,** 2(2), 2021, pp 1-14.

337. C. Udeh, O. E. C. Ezenwa, & O. Ovaga, *The Lopsided Appointments of Buhari's Administration; Federal Character Principle and National Integration in Nigeria.* **International Journal of Innovative Legal & Political Studies**, 11(2), 2023, pp 59-72.

338. A. S. Chukwudi, *Vote Trading, Leadership and Governance Deficit in Africa: Insights from Nigeria.* Gender and Behaviour, 21(1), 2023, pp 21172-21186.

339. B. G. Peters, *Institutional theory*. In Handbook on theories of governance (pp. 323-335). Edward Elgar Publishing, 2022

340. Y. Qiu, & H. Chen, *A systematic review of the knowledge domain of institutional theory in construction project management.* Engineering, construction and architectural management, 30(6), 2023, pp 2523-2544.

341. A. A. Fauzi, & M. L. Sheng, *The digitalization of micro, small, and medium-sized enterprises (MSMEs): An institutional theory perspective*. **Journal of Small Business Management,** 60(6), 2022, pp 1288-1313.

342. C. F. Arranz, & M. F. Arroyabe, M. F. *Institutional theory and circular economy business models: The case of the European Union and the role of consumption policies*. **Journal of Environmental Management**, 340, 2023

343. S. Bag, G. Srivastava, S. Gupta, J. Z. Zhang, & S. Kamble, Change adaptation capability, business-to-business marketing capability and firm performance: Integrating institutional theory and dynamic capability view. Industrial Marketing Management, 115, 2023, pp 470-483.

344. K. M. Oware, & T. Mallikarjunappa, *CSR expenditure, mandatory CSR reporting and financial performance of listed firms in India: an institutional theory perspective.* Meditari Accountancy Research, 30(1), 2022, pp 1-21.

345. A. Olawale, & E. Obinna, *Corporate governance, institutional quality, and firm performance: A comprehensive analysis of the oil & gas sector*. **Journal of Finance and Economics,** 11(3), 2023, pp 160-170.

346. M. J. Ugo, & O. F. Ebiaghan, *Earning management, firm size and institutional ownership: evidence from Nigerian manufacturing firms.* **Finance & Accounting Research Journal**, 4(5), 2022, pp 310-323.

Lead City University DO NOT COPY

347. G. Areneke, E. Adegbite, & A. Tunyi, *Transfer of corporate governance practices into weak emerging market environments by foreign institutional investors.* International Business Review, 31(5), 2022

348. A. R. Obisanya, & I. K. Hassan, *Improving local government performance through financial autonomy and accountability at Nigerian state*. **Journal of Public Administration, Finance and Law**, 23, 2022, pp 222-235.

349. S. Babarinde, *Digital Technology as A Driver of Government Efficiency: An Analysis of Government Parastatals in Lagos State, Nigeria.* PERSPEKTIF, 2024

350. R. Salisu, A. Adebiyi, & O. Alli, *Distance Learning and E-Learning in Non-Formal and Informal Education Among Local Communities in Lagos State, Nigeria*, 2021, pp 169-174.

351. O. Virginia, *E-governance and teachers recruitment in Anambra state schools system: The Soludo experience.* **International Journal of Political Science and Governance,** 2023

352. B. Lawan, I. Ajadi, A. Kayode, & U. Yaru, E-*government and public service delivery in Nigeria*, 17, 2020

353. D. Kyei, *Challenges of E-Governance in Public Service Delivery in Ghana.* **International Journal of Innovative Research and Development,** 2021

354. J. Ajamobe, *Staff Development Programmes and Quality Instructional Delivery among Public Secondary School Teachers in Education District II of Lagos State, Nigeria.* **Shodh Sari-An International Multidisciplinary Journal,** 2023

355. G. Inakefe, V. Bassey, O. Ikeanyibe, C. Nwagboso, U. Agbor, J. Ebegbulem, F. Mbonu, & G. Ike, *Digital Literacy and E-Governance Adoption for Service Delivery in Cross River State Civil Service.* Int. J. Electron. Gov. Res., 19, 2023, pp 1-23.

356. E. Gbesoevi, I. Akinyemi, E. Oluwatunbi, & A. Ashogbon, *School Facilities Maintenance Strategies and Quality Education Delivery in Public Junior Secondary Schools, Lagos State.* **Indonesian Journal of Economics, Social, and Humanities,** 2024

357. I. I. Asomba, C. J. Ejim, O. O. Daniel, & O. G. Ogochukwu, *E-Governance and Improved Public Revenue Generation in Nigeria: Issues and Prospects*, 2024

358. P. I. Akpan-Obong, M. P. Trinh, C. K. Ayo, & A. Oni, *E-Governance as good governance? evidence from 15 West African countries.* Information Technology for Development, 29(2-3), 2023, pp 256-275.

359. M. Zhang, & B. Bhattacharjee, *Evaluating The Impact of E-Governance on Public Service Delivery: A Case Study of Bangladesh.* **Malaysian Journal of Social Sciences and Humanities (MJSSH**), 9(9), 2024.

Lead City University DO NOT COPY

360. I. S. Isah, A. A. Chiroma, & A. M. Dance, *Assessment of E-Governance Implementation on Service Delivery in Nasarawa State University, Keffi (2017-2021).* **AKSU Journal of Administration and Corporate Governance,** 1(1), 2024, pp 89-100.

361. S. P. Osborne, G. Nasi, & M. Powell, *Beyond co-production: Value creation and public services*. Public administration, 99(4),2021, pp 641-657.

362. S. O. AdebiyI, O. J. Akinrinmade, & B. B. Amole, *Optimizing service quality management of the bus rapid transport system in lagos using the multi-criteria decision analysis.* Zeszyty Naukowe. Transport/Politechnika Śląska, (116), 2022

363. F. Z. Barrane, N. O. Ndubisi, S. Kamble, G. E. Karuranga, & D. Poulin, *Building trust in multi-stakeholder collaborations for new product development in the digital transformation era.* **Benchmarking: An International Journal**, 28(1), 2021, pp 205-228.

364. M. C. J. Jagdon, F. Vigonte, M. V. Abante, E. Balidoy, & C. Saavedra, *E-Governance Initiatives and Their Impact on Transparency and Service Delivery: A Study in Local Government Unit*, 2024

Lead City University DO NOT COPY

Chapter Three

Methodology

3.1 Research Design

This study employed survey research design to gather data from a large population efficiently. This design was suitable for understanding the perceptions, attitudes, and behaviors of respondents regarding e-governance in the education sector. Surveys allowed for the collection of standardized data, which can be analysed quantitatively to identify patterns and relationships between variables[1]. The survey design was chosen due to its ability to cover a wide range of participants, providing insights into how e-governance impacts service delivery across multiple districts. Additionally, it allowed for statistical analysis that can be generalized to the broader population. Other research designs, such as case studies or experimental designs, were not considered because they focus on in-depth exploration of a single entity or require controlled variables, which may not be feasible or appropriate for examining broad, systemic issues like e-governance.

3.2 Population of the Study

The population of the study was gathered from two educational districts in Lagos State. District three covers areas like Epe, Eti-Osa, Ibeju-Lekki, and Lagos Island, while education district six includes Ikeja, Oshodi-Isolo, and Mushin. The total population of the study areas were 1200 participants, including principals, teachers, and administrative staff from both districts.

Lead City University DO NOT COPY

Table 3.1: Population of the Study

District	Schools	Participant per School	Total Participant
Education District 3	137	5	665
Education District 6	107	5	535
Total	244	10	1200

Source: The Researcher, 2025

Taro Yamane formula;

$$n = \frac{N}{1 + Ne^2}$$

Where:

- $N = 665 + 535 = 1200$ (total population)
- $e = 0.05$(margin of error; 5%)
- $e^2 = 0.05^2 = 0.0025$

$$Ne^2 = 1200 \times 0.0025 = 3$$

$$1 + Ne^2 = 1 + 3 = 4$$

$$n = \frac{1200}{4} = 300$$

Final sample size (Taro Yamane, e = 0.05): n = 300 respondents.

3.3 Sample Size and Sample Technique

The sample size for this study as explained above is drawn from junior and senior secondary schools in Education Districts 3 and 6. The target population of 300 include principals, teachers, and administrative staff. Using Taro Yamane's formula at a 5% margin of error, the sample size was determined as 300 respondents. The sample was proportionately allocated to the two districts based on their respective population sizes:

Lead City University DO NOT COPY

166 respondents were drawn from District 3 (665 participants) and 134 respondents from District 6 (535 participants). Proportionate stratified random sampling was then applied to select participants from each district.

District 3

$$n_1 = \frac{665}{1200} \times 300$$

665 ÷ 1200 = 0.55417

0.55417 × 300 = 166.25

District 3 = 166 respondents

District 6

$$n_2 = \frac{535}{1200} \times 300$$

535 ÷ 1200 = 0.44583

0.44583 × 300 = 133.75

District 6 = 134 respondents

District	Population (N_h)	Proportion	Sample (n_h)
District 3	665	0.55	166
District 6	535	0.45	134
Total	1200	1.00	300

Source: Field Report, 2025

3.4 Description of the Research Instrument

This study employed both interviews and questionnaires as instruments of data collection. The questionnaire contained (18) questions, designed to capture quantitative data from a

Leadcity University DO NOT COPY

large sample of principals, teachers, and administrative staff across the schools. It included structured, closed-ended questions focused on assessing the impact of e-governance on public service delivery in education. In addition, interviews were conducted with a smaller subset of participants, such as school principals and administrative heads, to gather qualitative insights. These interviews included open-ended questions, allowing for a deeper exploration of e-governance practices and challenges. The combination of questionnaires and interviews ensures a comprehensive understanding of the topic, providing both broad statistical data and in-depth perspectives.

3.5 Validity of the Research Instrument

The validity of the research instrument in the study ensured that the instruments accurately measure what they are intended to assess. To ensure content validity, experts in public service, education, and public service delivery review both the questionnaire and interview guide. This process verifies that the questions cover all relevant aspects of the study's objectives. Construct validity was ensured by aligning the questions with established theoretical frameworks and concepts related to e-governance and service delivery. A pilot test of the questionnaire was also conducted in a similar setting to identify any ambiguities or biases. Feedback from these processes were used to refine the instruments, ensuring they captured reliable and meaningful data that truly reflected the respondents' experiences and perceptions.

3.6 Reliability of the Research Instrument

The reliability of the research instrument for the study referred to its consistency and dependability in yielding the same results under similar conditions. To ensure reliability, the questionnaire was subjected to a pilot test with a smaller group of respondents from schools similar to those in the study. This helped to identify any inconsistencies or

Lead City University DO NOT COPY

unclear questions. The study used the test-retest method, where the same instrument is administered to the same group of participants at two different times. The results were compared to measure the stability and reliability of responses. Additionally, the internal consistency of the questionnaire was assessed using Cronbach's alpha to ensure that the items on the questionnaire measure the same underlying concept. This process ensured the instrument's consistency and dependability.

3.7 Administration of Instrument and Method of Data Collection

The data used in conducting this study were obtained from two major sources. These sources were the primary and secondary sources. The primary sources of data collection for the study include direct responses from participants in the selected education districts in Lagos State, Nigeria. Data was collected through two main instruments: questionnaires and interviews. The questionnaires gathered quantitative data from principals, teachers, and administrative staff, capturing their experiences and perceptions of e-governance's impact on service delivery. The interviews provided qualitative insights, allowing for a deeper understanding of the challenges and opportunities of e-governance in education. These primary data sources are essential for obtaining firsthand information that reflects the participants' real-life experiences and views, ensuring the study's findings are grounded in actual practices within the schools.

Secondary data for this study were gathered from existing literature, reports, and records relevant to e-governance and public service delivery in education. These sources included academic journal articles, government publications, education policy documents, and reports from both local and international organizations that have examined the implementation of e-governance in public sectors, particularly in education. Additionally, secondary data from Lagos State's education department, such as performance reports, e-governance adoption records, and annual reviews, provided a contextual understanding

of the current state of service delivery in schools. These secondary sources will offer theoretical backing, help contextualize primary data findings, and ensure the study is aligned with existing knowledge. They were valuable in identifying trends, challenges, and best practices that have been previously recorded, allowing the study to build on existing research while contributing new insights specific to the Lagos State education sector.

3.8 Method of Data Analysis

The method of data analysis for the study involved both quantitative and qualitative approaches. Quantitative data, collected through questionnaires, were analysed using statistical tools such as SPSS (Statistical Package for the Social Sciences). Descriptive statistics (mean, frequency, and percentages) summarized the data, while inferential statistics (such as correlation or regression analysis) will assess relationships between e-governance practices and public service delivery. Qualitative data, gathered from interviews, were analysed using thematic analysis. This involved identifying key themes and patterns in the responses, allowing for a deeper understanding of the participants' perspectives on e-governance. The combination of both methods ensured a comprehensive analysis, blending numerical insights with rich, contextual interpretations.

3.9 Ethical Consideration

Ethical measures were put in place to safeguard the dignity, rights, and welfare of all research participants. During the administration of questionnaires and semi-structured interviews, this research adhered to two fundamental principles of social research ethics: (1) obtaining informed consent and ensuring voluntary participation, and (2) maintaining anonymity and confidentiality.

Lead City University DO NOT COPY

Informed Consent and Voluntary Participation

For the questionnaires, individuals were randomly selected and verbally asked if they wished to take part in the study. It was made explicit that participation was entirely voluntary and that they could withdraw at any stage while completing the questionnaire without having to provide a reason. The act of completing and submitting the questionnaire was taken as a sign of consent. For the interviews, potential stakeholders were initially approached in person and invited to take part in the research. Each participant's informed consent was sought, allowing them to decide whether or not to participate. Consent to audio-record the interview and permission to use their names in the analysis (or not) were also requested.

Anonymity and Confidentiality

Ensuring confidentiality and anonymity is a key ethical practice to protect participants' identities and the information they provide. Participants in the questionnaires were given a verbal explanation of the research and informed that the data were analysed in an aggregated form, making it impossible to link responses back to individual participants. Paper-based questionnaires were later transcribed into digital format for analysis.

Lead City University DO NOT COPY

Endnote

1. A. Aithal, & P. S. Aithal, *Development and validation of survey questionnaire & experimental data–a systematical review-based statistical approach.* **International Journal of Management, Technology, and Social Sciences** (IJMTS), 5(2), 2020, pp 233-251.

Lead City University DO NOT COPY

Chapter Four

Results and Discussion of Findings

4.1 Presentation of Demographic Analysis

4.1.1 Analysis of the Role of Respondents

The data below indicates that teachers make up the largest group of respondents, accounting for 49.3%, followed by school administrators at 24.5% and students at 26.2%. This suggests that the study may be more reflective of the perspectives and experiences of educators and administrators, potentially limiting insights into the student experience.

Table 4.1: Analysis of the Role of Respondents

Roles of Respondents	Frequency	Percentage
Teacher	145	49.3
Students	72	24.5
School Administrator	77	26.2
Total	**294**	**100**

Source: Field Report, 2025

4.1.2: Analysis of Respondents by District

Table 4.2 below presents the distribution of respondents by district, showing that District 3 comprises 55.4% of the total respondents, while District 6 accounts for 44.6%. This suggests a slightly higher representation from District three. However, both districts have relatively balanced participation, with no extreme disparity, indicating a reasonable spread of responses across the areas.

Table 4.2: Analysis of Respondents by Districts

Respondent's District	Frequency	Percentage
District 3	160	54.4
District 6	134	45.6
Total	**294**	**100**

Source: Field Report, 2025

Lead City University - NOT COPY

4.2 Presentation of Research Questions

Research Question One: How does the Implementation of E-governance Initiatives Influence the Efficiency and Transparency of Public Service Delivery in the Education District 3 and 6 in Lagos State?

4.2.2: Analysis of Respondents on the Implementation of E-governance

The table below presents the analysis of respondents on the implementation of e-governance. The majority (77.9%) of respondents either strongly agree (37.1%) or agree (40.8%) with the implementation of e-governance. This suggests a generally positive perception toward e-governance, indicating its acceptance or favourable impact among the respondents. However, a minority (22.1%) either strongly disagree (12.9%) or disagree (9.2%), which highlights a degree of resistance or concerns regarding the implementation. The implications of this analysis are significant. The overwhelming positive responses suggest that e-governance could be seen as effective and beneficial, particularly for improving public sector efficiency. However, the small but notable percentage of negative responses implies that there may be challenges.

Table 4.3: Analysis of Respondents on the Implementation of E-governance

Implementation of E-governance	Frequency	Percentage
Strongly Agree	109	37.1
Agree	120	40.8
Strongly Disagree	38	12.9
Disagree	27	9.2
Total	**294**	**100**

Source: Field Report, 2025

4.2.3: Analysis of Respondents on the Implementation of E-governance and Transparency

The table presents the respondents' views on the implementation of E-governance and transparency. A majority of 70% (33. % Strongly agree, 37. % agree) express positive

University DO NOT COPY

attitudes toward E-governance, indicating general support for its effectiveness in promoting transparency. However, 30. % (17.1strongly disagree, 12.9% disagree) are not in favor, revealing a notable level of dissatisfaction. This discrepancy suggests a divide in perceptions, with some respondents possibly feeling that the implementation lacks sufficient transparency or effectiveness. The data implies that while E-governance is largely supported.

Table 4.4: Analysis of Respondents on Implementation of E-governance and Transparency

E-governance and Transparency	Frequency	Percentage
Strongly Agree	97	33
Agree	109	37
Strongly Disagree	50	17.1
Disagree	38	12.9
Total	**294**	**100**

Source: Field Report, 2025

Lead City University COPY

4.2.4: Analysis of Respondents on How E-governance Reduce Bureaucratic Delays

The data from Table 4.5 reveals that a significant majority of respondents (74.2%) either agree (44.9%) or strongly agree (29.3%) that e-governance is an effective means to reduce bureaucratic delays. This suggests a positive perception of e-governance's role in improving efficiency in governmental processes. A minority (25.8%) either disagreed or strongly 16.7% disagreed, with only 9.2% strongly disagreeing. These figures indicate that while most respondents recognize the potential of e-governance to address bureaucratic delays, there is still a notable portion of individuals who may perceive challenges or limitations in its implementation.

Table 4.5: Analysis of Respondents on E-governance and Bureaucratic Delays

E-governance and Bureaucratic Delay	Frequency	Percentage
Strongly Agree	86	29.3
Agree	132	44.9
Strongly Disagree	49	16.7
Disagree	27	9.2
Total	**294**	**100**

Source: Field Report, 2025

Research Question Two: To what extent has the use of e-governance platforms improved accessibility, accountability, and satisfaction of public service delivery among stakeholders in education district 3 and 6 in Lagos State?

4.2.6: Analysis of Respondents on E-governance and Accessibility

The data in Table 4.6 shows that a significant majority of respondents, 41% (121), strongly agree that e-governance enhances accessibility, while 37.8% (109) agree with this statement. This indicates that most participants perceive e-governance as a facilitator of accessibility. However, 21.2% of respondents (8.8% strongly disagree and 12.2% disagree) disagree with the notion, suggesting a minority view that e-governance does not improve accessibility. This discrepancy suggests that while e-governance has largely been well-received, there are challenges or barriers in its implementation that some individuals experience. The implication is that while e-governance initiatives have broad support, efforts should be made to address accessibility gaps to ensure equitable access for all citizens

Lead City University DO NOT COPY

Table 4.6: Analysis of Respondents on E-governance and Accessibility

E-governance and Accessibility	Frequency	Percentage
Strongly Agree	121	41.2
Agree	109	37.8
Strongly Disagree	26	8.8
Disagree	38	12.2
Total	**294**	**100**

Source: Field Report, 2025

4.2.7: Analysis of Respondents on E-governance and Accountability

Table 4.7 reveals that the majority of respondents view e-governance as positively contributing to accountability, with 43.2% (127) strongly agreeing and 34.7% (102) agreeing with the statement. This suggests that most individuals believe e-governance enhances transparency and the responsible use of resources. However, 21.9% of respondents disagree (13.6% disagree and 8.5strongly disagree), indicating some skepticism about e-governance's role in fostering accountability. The relatively small percentage of disagreement may point to concerns such as perceived inefficiency, corruption, or a lack of real-time monitoring. The implication is that while e-governance is largely supported in terms of accountability, efforts should be made to address the concerns of the minority who feel it does not fully deliver on this promise, ensuring that all citizens have confidence in digital governance systems.

Table 4.7: Analysis of Respondents on E-governance and Accountability

E-governance and Accountability	Frequency	Percentage
Strongly Agree	127	47.6
Agree	102	37.2
Strongly Disagree	25	4.3
Disagree	40	10.8
Total	**294**	**100**

Source: Field Report, 2025

Lead City University DO NOT COPY

4.2.8: Analysis of Respondents on E-governance and Satisfaction

The data shows that the majority of respondents (73.9%) either strongly agree or agree with the statement regarding e-governance and satisfaction, indicating a generally positive view of e-governance initiatives. The significant proportion of agreement suggests that respondents perceived e-governance as beneficial or satisfactory. However, the presence of 16.1% who disagree or strongly disagree, alongside the 3.9% who strongly disagree, highlights a segment of the population with reservations or dissatisfaction. The implication is that while e-governance is widely appreciated, targeted efforts are needed to address the concerns of the dissenting group to ensure inclusivity and improve satisfaction across the board.

Table 4.8: Analysis of Respondents on E-governance and Satisfaction

E-governance and Satisfaction	Frequency	Percentage
Strongly Agree	86	29.3
Agree	131	44.6
Strongly Disagree	24	8.1
Disagree	53	18.0
Total	**294**	**100**

Source: Field Report, 2025

Research Question Three: What Barriers Hinder the Adoption of E-governance Systems in Enhancing Public Service Delivery Within Education district 3 and 6 in Lagos State?

4.2.9 Analysis of Respondents on E-governance and Lack of Infrastructure

The data presented in Table 4.9 reveals that a significant portion of respondents (65.6%) agree or strongly agree that lack of infrastructure impacts e-governance, with 44.4% agreeing and 19.9% strongly agreeing. In contrast, 24.5% disagree, and 12.9% strongly disagree with the statement, suggesting that a portion of the respondents either did not see infrastructure as a hindrance to e-governance or might have differing perspectives on the matter. These findings highlight a critical challenge in e-governance, where inadequate

Lead City Uni... DO NOT COPY

infrastructure is seen as a significant barrier to effective implementation and service delivery. The disparity between those agreeing and disagreeing suggests that while infrastructure is recognized as a key concern by many, there may be alternative views or local variations in its perceived impact on e-governance.

Table 4.9: Analysis of Respondents on E-governance and Lack of Infrastructure

E-governance and Lack of Infrastructure	Frequency	Percentage
Strongly Agree	63	21.4
Agree	121	41.2
Strongly Disagree	38	12.9
Disagree	72	24.5
Total	**294**	**100**

Source: Field Report, 2025

4.2.10 Analysis of Respondents on E-governance and Resistance to Change among Administrators

The data reveals that a significant portion of respondents, 56.5% (Strongly Agree: 26.9% + Agree: 30.6%), recognize the presence of resistance to change in the implementation of e-governance. This suggests that many individuals perceive a lack of enthusiasm or reluctance to adopt digital governance initiatives. However, 43.5% (Strongly Disagree: 17.0% + Disagree: 25.5%) either disagree or strongly disagree with this notion, indicating that a substantial number of respondents are more open to the concept. The spread of opinions shows a divided stance on e-governance, with more individuals leaning toward acceptance but still significant resistance. The implication is that while there is growing support for digital governance, overcoming resistance will require targeted interventions to address the concerns of the more sceptical population.

Lead City University DO

Table 4.10: Analysis of Respondents on E-governance and Resistance to Change

E-governance and Resistance to Change	Frequency	Percentage
Strongly Agree	79	26.9
Agree	90	30.6
Strongly Disagree	50	17.0
Disagree	75	25.5
Total	**294**	**100**

Source: Field Report, 2025

4.2.11 Analysis of Respondents on E-governance and Digital Illiteracy

The table presents responses on E-governance and digital illiteracy. A significant portion, 86 respondents (29.3%), strongly agree that digital illiteracy impacts e-governance, while 108 respondents (36.7%) agree. This shows a combined 66. % of respondents acknowledge the issue of digital illiteracy in the context of e-governance. On the other hand, 39 respondents (13.3%) disagree, and 61 (20.7%) strongly disagree, indicating a minority who may not perceive digital illiteracy as a major barrier. The data implies that digital illiteracy is a prevalent concern affecting the effectiveness of e-governance systems. It suggests that efforts should be made to address this gap, possibly through digital literacy programs, to ensure greater inclusivity and efficient use of e-governance platforms.

Table 4.11: Analysis of Respondents on E-governance and Digital Illiteracy

E-governance and Digital Illiteracy	Frequency	Percentage
Strongly Agree	86	29.3
Agree	108	36.7
Strongly Disagree	39	13.3
Disagree	61	20.7
Total	**294**	**100**

Source: Field Report, 2025

d City University DO NOT COPY

Research Question Four: What is the Role of E-governance in Addressing Inequalities and Improving Inclusiveness in the Provision of Public Services in the Education Sector in Lagos State?

4.2.12 Analysis of Respondents on How E-governance Bridge Inequality Gap

The data shows that 62.2% of respondents either "strongly agree" or "agree" that e-governance helps bridge gaps in inequality, suggesting a strong belief in its positive impact. However, 37.8% of respondents "strongly disagree" or "disagree," indicating a significant portion of the population does not perceive e-governance as effective in addressing inequality. The highest percentage (40.8 %) falls under "Agree," reinforcing that e-governance is seen as an important tool for reducing disparities. The fact that 24.8% disagreed highlights that barriers to accessibility, digital literacy, or implementation challenges may hinder its effectiveness in some areas. Overall, while the data suggests optimism about e-governance's role in bridging inequality, it also signals the need for more inclusive policies and better outreach to those who feel excluded.

Table 4.12: Analysis of Respondents on how E-governance Bridge Gap in Inequality

E-governance and Inequality	Frequency	Percentage
Strongly Agree	63	21.4
Agree	120	40.8
Strongly Disagree	38	13.0
Disagree	73	24.8
Total	**294**	**100**

Source: Field Report, 2025

4.2.13 Analysis of Respondents E-governance and Inclusiveness

The data from Table 4.13 reveals a predominantly positive perception of e-governance and inclusiveness, with 82.3% of respondents either strongly agreeing (43.9%) or agreeing (38.4%) with the statement. This suggests that a large majority of the participants believe that e-governance fosters inclusiveness in governance processes. However, the presence of

University DO NOT COPY

24 respondents (8.2%) who strongly disagree and 28 respondents (9.5%) who disagree indicates a small but notable minority who do not perceive e-governance as inclusive. This discrepancy suggests that while e-governance initiatives are largely seen as positive, there may be concerns or barriers that prevent full inclusivity, such as access to digital platforms or lack of awareness.

Table 4.13: Analysis of Respondents on E-governance and Inclusiveness

E-governance and Inclusiveness	Frequency	Percentage
Strongly Agree	129	43.9
Agree	113	38.4
Strongly Disagree	24	5.9
Disagree	28	9.6
Total	**294**	**100**

Source: Field Report, 2025

4.3 Discussion of Findings

This study was about the e-governance and public service delivery in selected education districts in Lagos State particularly in Lagos State's Education Districts 3 and 6. The findings above not only reflect broad positive perceptions of e-governance but also reveal notable challenges that hinder its full potential. The first research question, exploring the influence of e-governance on efficiency and transparency, reveals a strong positive response, with 77.9% of respondents either agreeing or strongly agreeing that e-governance contributes to better service delivery. This finding aligns with previous studies that emphasize the transformative potential of e-governance in enhancing transparency and reducing inefficiencies in public administration[1]. However, the 22.1% of respondents who disagree or strongly disagree suggest that there are challenges that may not have been fully addressed, such as inadequate infrastructure or lack of trust in digital systems. This echoed concerns raised by other researchers, who note that the adoption of e-governance can be

Lead City University Library COPY

slow in regions where there is digital illiteracy or resistance from public servants who fear losing control over established systems[2].

Regarding e-governance and transparency, the study shows that 70. % of respondents feel it has improved transparency. This supports the notion that digital platforms can reduce corruption and increase accountability by providing a clear, traceable record of decisions and actions. Yet, the 30. % who disagree signal a divide in opinion. Some respondents might perceive that the implementation is incomplete or that the transparency of the system is still compromised by legacy systems and bureaucratic inertia. Previous research has similarly found that while e-governance can promote transparency, the lack of complementary reforms, such as public engagement and oversight mechanisms, can diminish its effectiveness[3].

The third question investigates the reduction of bureaucratic delays through e-governance, with 74. % of respondents agreeing. This is consistent with global findings that e-governance systems streamline administrative processes by automating routine tasks and providing faster access to information[4]. However, the 26. % who disagree or strongly disagree suggest that not all users experience these efficiencies, potentially due to system glitches, slow internet speeds, or administrative resistance. This again highlights the importance of infrastructure in realizing the full benefits of digital governance.

In terms of improving accessibility and accountability, the findings show that a majority of respondents recognize e-governance's positive impact. However, despite 84.8% viewing e-governance as satisfactory, a notable 15.2% express dissatisfaction. This discontent could stem from challenges such as limited access to digital tools, particularly among low-income communities or those in rural areas. Existing literature supports this view, asserting that

Lead City University DO NOT COPY

while e-governance can be an equalizer, without inclusive policies, it risks exacerbating inequalities[5].

The barriers to adoption, specifically the lack of infrastructure and digital illiteracy, were highlighted by a substantial portion of respondents, with 65.6% recognizing infrastructure as a significant challenge. These finding echoes global studies that underscore the necessity of robust digital infrastructure for e-governance success. The data also points to resistance to change among administrators, with 57.5% acknowledging this as a hindrance. Resistance to digital transformation in public services is well-documented, with concerns about job security, new skills requirements, and shifts in power dynamics[6].

Finally, e-governance's role in addressing inequalities was supported by 82.3% of respondents who believe it can bridge the inequality gap, though 17.7% disagreed. The discrepancy between these groups suggests that while e-governance holds promise for promoting inclusiveness, its success depends on overcoming existing socio-economic barriers such as access to technology, digital literacy, and engagement with marginalized communities. In conclusion, while the research findings generally support the positive impact of e-governance on public service delivery, transparency, and accessibility, they also highlight critical challenges. The existing literature concurs that digital governance can be transformative but requires a comprehensive approach, addressing infrastructure gaps, resistance to change, and digital illiteracy, to ensure its effectiveness in bridging inequalities and improving inclusiveness.

Lead City University DO NOT COPY

Endnotes

1. S. Sharmin, & R. H. Chowdhury, *Digital transformation in governance: The impact of e-governance on public administration and transparency*. **Journal of Computer Science and Technology Studies**, 7(1), 2025, pp 362-379.
2. L. S. Matlala, *E-governance in South Africa: barriers and enablers of virtual evaluation in the public sector*. Insights into Regional Development, 7(2), 2025, pp 84-108.
3. D. Hartanto, J. Dalle, A. Akrim, & H. U. Anisah, *Perceived effectiveness of e-governance as an underlying mechanism between good governance and public trust: a case of Indonesia.* Digital Policy, Regulation And Governance, 23(6), 2021, pp 598-616.
4. K. Balaji, *E-Government and E-Governance: Driving Digital Transformation in Public Administration.* Public Governance Practices in the Age of AI, 2025, pp 23-44.
5. A. K. Gupta, *E-Governance: A Critical Appraisal of Digital Tools to Mitigate Marginalisation.* In Marginalised Groups in India (pp. 191-205). Routledge, 2024
6. S. Iyanna, P. Kaur, P. Ractham, S. Talwar, & A. N. Islam, *Digital transformation of healthcare sector. What is impeding adoption and continued usage of technology-driven innovations by end-users?*. **Journal of Business Research**, 153, 2022, pp 150-161.

Lead City University DO NOT COPY

Chapter Five

Conclusion

5.1 Summary of Findings

The research conducted in Lagos State, focusing on the implementation of e-governance within Education Districts 3 and 6, provides valuable insights into both the opportunities and challenges associated with digital public service delivery in Nigeria's educational system. In Chapter One, the study is introduced within the broader context of public service delivery in Nigeria. The chapter lays the foundation for understanding the importance of e-governance, which refers to the use of technology to enhance governance and service delivery.

Specifically, Lagos State has been at the forefront of adopting e-governance to improve various sectors, particularly education. It highlights how e-governance can address the challenges of inefficiency, lack of transparency, and accessibility in public services. The focus on Education Districts 3 and 6 is justified due to their strategic roles in Lagos State's educational system. District 3, covering areas like Epe, Lagos Island, and Ibeju-Lekki, exemplifies a mix of urban and rural challenges, while District 6 represents the urban heart of Lagos. The study positions these districts as ideal zones for testing the efficacy of e-governance in overcoming socio-economic disparities and service delivery gaps.

Chapter Two dives into the literature review, examining both theoretical frameworks and empirical studies related to governance, e-governance, and the education sector. It outlines various interpretations of governance, emphasizing its multifaceted nature. The review presents a conceptual understanding that governance is not just about processes and institutions but also about power dynamics and participation. The literature also points to several features of effective governance such as accountability, transparency,

Lead City University DO NOT COPY

participation, and responsiveness. In the context of e-governance, these features are translated into digital tools that ensure better service delivery. The chapter critiques existing studies, revealing significant gaps, such as the lack of empirical data on the direct impact of e-governance on educational outcomes in Nigeria. Additionally, challenges such as digital illiteracy, inadequate infrastructure, and policy implementation issues are highlighted, pointing to the need for more focused research on how e-governance initiatives can effectively bridge these gaps in the educational system.

In Chapter Three, the methodology is outlined, detailing the research design, population, sample, and data collection techniques. A survey research design was chosen for its ability to efficiently collect data from a large population, which in this case includes principals, teachers, and administrative staff across schools in Education Districts 3 and 6. The research employs a proportionate stratified random sampling technique, ensuring that both districts are adequately represented and that various roles within the schools, such as principals and teachers, are included.

This approach ensures that the study's findings are not skewed and that the data reflects the diverse perspectives of those directly involved in education. The data collection process combines both quantitative (questionnaires) and qualitative (interviews) methods, aimed at capturing a comprehensive view of how e-governance affects service delivery. The chapter also emphasizes that the focus of the research goes beyond technical assessments of e-governance platforms, seeking to understand how governance structures impact the successful implementation and effectiveness of these systems.

The findings from the study suggest that while e-governance has the potential to improve transparency, efficiency, and service delivery in the education sector, there are significant barriers to its successful implementation. One of the major obstacles is the lack of robust

Lead City University DO NOT COPY

digital infrastructure. Many schools, especially in more rural or underserved areas, suffer from inadequate access to reliable internet and electricity, making it difficult for digital platforms to function effectively. Additionally, there is a notable gap in digital literacy among educators, which hampers the optimal use of e-governance tools. Resistance to change, particularly from administrative staff and teachers who are accustomed to traditional methods of operation, is another significant challenge. Despite these issues, the study finds that where e-governance initiatives have been implemented effectively, they have led to improvements in administrative processes, such as student registration and teacher deployment, as well as in communication between schools and stakeholders.

Moreover, the study emphasizes that e-governance can play a crucial role in addressing inequalities within the education sector, particularly by providing marginalized communities with greater access to educational resources and information. However, it also highlights the need for policies that address the digital divide, ensuring that all students and educators have equal opportunities to benefit from digital education tools. The research concludes that while e-governance holds promise, its full potential can only be realized if these infrastructural, educational, and policy challenges are addressed comprehensively.

The research explores the intersection of e-governance and public service delivery in Lagos State's education system, focusing on the challenges and opportunities of digital tools in improving educational outcomes. It offers a critical analysis of the implementation processes, highlighting both the progress made and the gaps that remain. The study's findings underscore the need for a multifaceted approach that includes improving infrastructure, enhancing digital literacy, and fostering greater participation from all stakeholders to ensure the successful adoption and sustainability of e-governance in education.

Lead City University DO NOT COPY

5.2 Conclusion

In conclusion, this research highlights the critical role that e-governance can play in transforming public service delivery within the educational sector in Lagos State, Nigeria. The study specifically focused on Education Districts 3 and 6, providing a comprehensive analysis of the challenges and opportunities these districts face in implementing e-governance initiatives. The findings confirm that while e-governance offers substantial benefits in terms of transparency, efficiency, and accountability, significant barriers hinder its full potential. These include inadequate digital infrastructure, low levels of digital literacy among stakeholders, and resistance to change within the education system.

Despite these challenges, the study also underscores the positive outcomes of e-governance, particularly in streamlining administrative processes, improving communication between schools and government agencies, and providing better access to educational resources. It is evident that when properly implemented, e-governance can bridge the gap between urban and rural educational needs, fostering inclusivity and enhancing the overall quality of education.

To maximize the impact of e-governance in the educational sector, the research calls for comprehensive policy reforms that address infrastructure deficits, promote digital literacy, and ensure equitable access to technology. The need for sustained investment in ICT infrastructure, especially in underserved areas, is crucial to overcoming the digital divide. Additionally, fostering a culture of openness and collaboration between government agencies, educators, and the wider community is essential for the successful adoption of e-governance. The research demonstrates that e-governance has the potential to revolutionize public service delivery in Nigeria's education sector, but its success

Lead City University DO NOT COPY

hinges on addressing existing challenges and creating an enabling environment for all stakeholders to engage with digital tools effectively.

5.3 Recommendations

Based on the findings of this research, several key recommendations are essential for enhancing the effectiveness of e-governance in improving public service delivery within the educational sector in Lagos State:

1. **Infrastructure Development:** A critical recommendation is to invest heavily in digital infrastructure, particularly in underserved areas within Education Districts 3 and 6. This includes improving internet connectivity, ensuring reliable power supply, and providing modern ICT tools for schools. Public-private partnerships should be explored to accelerate infrastructure development, especially in rural areas like Epe.
2. **Digital Literacy and Training:** To overcome the challenges posed by low levels of digital literacy among educators and administrative staff, comprehensive digital literacy programs should be introduced. These programs must target all educational stakeholders, from school principals to teachers, to ensure they can effectively use e-governance platforms. Continuous professional development through workshops and online courses should be prioritized.
3. **Policy Reform:** The Lagos State government should introduce and enforce policies that ensure equitable access to digital tools for all educational institutions, regardless of their location or socio-economic status. Policies should also promote digital inclusion and address the digital divide, ensuring that all students, particularly those in rural or low-income areas, can access the benefits of e-governance.

Lead City University DO NOT COPY

4. **Stakeholder Engagement:** Effective collaboration between the government, educational institutions, and local communities is essential for the successful implementation of e-governance. Regular consultations, feedback mechanisms, and participatory approaches should be integrated into the governance framework to ensure all stakeholders are actively involved in the decision-making and implementation processes.
5. **Sustained Investment:** Long-term investment in e-governance initiatives is necessary for sustainability. The Lagos State government should allocate a dedicated budget for the maintenance and upgrading of digital platforms, ensuring that e-governance systems continue to evolve in response to emerging educational needs.

5.4 Contribution to Knowledge

This study contributes to the body of knowledge by providing a detailed analysis of the implementation and impact of e-governance in public service delivery within Lagos State's education sector. It highlights the key barriers, such as infrastructure deficiencies and digital literacy gaps, while also emphasizing the benefits of e-governance in improving transparency, efficiency, and accessibility in education. The study adds valuable insights into how digital tools can address service delivery challenges in both urban and rural settings, with a specific focus on the role of Education Districts 3 and 6 in driving these reforms.

5.5 Suggestions for Future Research

Future research should explore the long-term impacts of e-governance on student performance and educational outcomes in Lagos State, specifically examining how digital tools influence learning experiences. Additionally, studies could investigate the

Lead City University DO NOT COPY

effectiveness of various e-governance models across different districts in Lagos to identify best practices for wider implementation. Future research could also explore the role of community-based digital literacy programs in facilitating e-governance adoption in rural and underserved areas. Furthermore, examining the scalability of Lagos State's e-governance initiatives to other Nigerian states could provide critical insights into broader national implementation strategies.

Lead City University DO NOT COPY

Bibliography

Book

Abe. T, & Omotoso. F, *Local government/governance system in Nigeria.* Nigerian Politics, 2021, pp 185-216.

Abubakar. M. K., *A Proposed e-Readiness Assessment Model for University Libraries in Nigeria.* Library Philosophy & Practice, 2023

Addink. H., *Good governance: Concept and context*. **Oxford University Press**, 2019.

Adeolu-Akande. M. A., Oyedokun D. M., & Oyedokun. G. E., *Assessing the Status and Challenges of e-Governance and e-Public Services Delivery in Nigeria*. A paper presented at the 2022 British Academy of Management (BAM) International Conference, Alliance Business School, Manchester Business School, United Kingdom. August 31 – September 2, 2022

Adiele. G. N., *Improving Productivity in the Public Sector through E-Governance Programmes. Convenant University Conference on e-Governance in Nigeria,*2017, 234248.

Arewa. A*., Corruption, money laundering and Nigeria's crisis of development."* Journal of Financial Crime, 2019

Babarinde. S., *Digital Technology as A Driver of Government Efficiency: An Analysis of Government Parastatals in Lagos State, Nigeria.* PERSPEKTIF, 2024

Bakrania. S, Urbanisation and Urban Growth, 24. Retrieved 2017 from www.gsdrc.org

Balaji. K., *E-Government and E-Governance: Driving Digital Transformation in Public Administration.* Public Governance Practices in the Age of AI, 2025, pp 23-44.

Becker. S. A., Cummins. M., Davis. A., Freeman. A., Hall. C. G., & An anthanarayanan. V., *NMC horizon report: 2017 higher education edition*, The New Media Consortium, 2017.

Bennett. C. J., & Charles. D. R., *The governance of privacy: Policy instruments in global perspective*. Routledge, 2017.

Elkhan. R. S., Andrea. G, & Niftiyev. I., *E-government and petty corruption in public sector service delivery*. *Technology Analysis & Strategic Management,* 2022, 1-18

Geels. F. W., *Micro-foundations of the multi-level perspective on socio-technical transitions: Developing a multi-dimensional model of agency through crossovers between social constructivism, evolutionary economics and neo-institutional theory.* Technological Forecasting and Social Change, 152, 2020

Jagdon. M. C. J., Vigonte. F., Abante. M. V., Balidoy. E., & Saavedra. C., *E-Governance Initiatives and Their Impact on Transparency and Service Delivery: A Study in Local Government Unit*, 2024

Leeds City University DO NOT COPY

Korotayev, A., Shulgin, S., Ustyuzhanin, V., Zinkina, J., & Grinin, L. *Modeling social self-organization and historical dynamics: Africa's futures.* In Reconsidering the limits to growth: A report to the Russian Association of the Club of Rome, Cham: Springer International Publishing, 2023, pp. 461-490

Lawan. B., Ajadi. I., Kayode. A., & Yaru. U., E-*government and public service delivery in Nigeria*, 17, 2020

Masenya. T. M., *Integrating talent and knowledge management practices in the new normal business environment: developing future leaders in public sector organizations.* In Navigating the new normal of business with enhanced human resource management strategies, IGI global, 2022, pp. 113-144

Ojo. J. S., *e-governance and anti-corruption war in africa: the nigeria experience.* In e-Services. IntechOpen, 2019

Omotayo. O. A., Kehinde. O, & Alaba. J. S., *E-Governance and Public Service Delivery: Evidence from Nigeria*, 2025.

Solberg Söilen, *E-governance*. In Digital Marketing, Springer, Cham, 2024, pp. 427-433

Internet Sources

Bhattacharya. S, *Think beyond E-governance - it is time for Connected Governance*. http://www.businesstoday.in/opinion/columns/think-beyond-e-governance---it-is-time-forconnectedgovernance/story/226055.htm 2017

Danfulani. J, *E-governance: A weapon for the fight against corruption in Nigeria*. Published by saharareport.com. 2017. Available at, http://www.shara report.com

Dhaoui. I, *Electronic governance: An overview of opportunities and challenges*. MPRA Paper, 2019. Online at, https://mpra.ub.uni-muenchen.de/92545/

World Bank, *Worldwide Governance Indicators.* http://info.worldbank.org/governance/wgi/Home/Reports, 2020

Journals

A. C. Robinson, & U. S. Ebere, *Strategies for Achieving Sustainable Development in Nigeria: Conceptual and Empirical Approach*, **International Journal of Sustainable Development**, 2019, Pg 77-100.

Abah. E. O., & Nwokwu. P. M., *Problems and prospects of e-governance in an emerging state: The Nigerian example.* **Journal of humanities and Social Science**, 24(9), 2019, pg 14-21.

Abasiama. G. A. & David. A. T., *Assessing E-Governance Implementation in Nigeria through the Technology Acceptance Model (TAM) Application*. **Global Scientific Journal,** 7(5), 2019, 2320-9186

Lead City University DO NOT COPY

Abbakaka. M. L., Umaru. U. D., & Abiso. A., *E-Governance in Nigerian Tax Administration: Prospects and Challenges.* Sustainable Governance, Citizenship and National Development, 332, 2023

Abdulnabi. S. M., *Issues and challenges of implementing e-governance in developing countries: a comprehensive analysis of civil service models*. Cogent Business & Management, 11(1), 2024

Abubakar. I, Dalglish. S. L., Angell. B., Sanuade. O., Abimbola. S., Adamu. A. L., & Zanna. F. H., *The Lancet Nigeria Commission: investing in health and the future of the nation.* The Lancet, 399(10330), 2022, pp 1155-1200.

Abuljadail. M., Khalil. A., Talwar. S., & Kaur. P., *Big data analytics and e-governance: Actors, opportunities, tensions, and applications.* Technological Forecasting and Social Change, 193, 2023

Acanga. A. A., Mwesigwa. D. M., Oryang. A. C., & Oboi. A. O., *A perspective review on the policy, practice and challenges of embracing e-governance in Uganda*. **Journal of Modern Law and Policy**, 3(1), 2022, pg 13-28.

Adanma. U. M., & Ogunbiyi. E. O., *Evaluating the effectiveness of global governance mechanisms in promoting environmental sustainability and international relations.* **Finance & Accounting Research Journal**, 6(5), 2024, pp 763-791.

Adebiyi S. O., Akinrinmade. O. J., & Amole. B. B., *Optimizing service quality management of the bus rapid transport system in lagos using the multi-criteria decision analysis.* Zeszyty Naukowe. Transport/Politechnika Śląska, (116), 2022

Adediran. A., Olaogun. S. A., Oluwadele. M. S., & Oluwadele. L., *Managing ethnic and cultural diversity for political development in Africa: A case study of Nigeria.* International Affairs and Global Strategy, 90, 2021, pp 39-54.

Adejuwon. D, Amodu. A., & Majekodunmi. A.*, New Public Management Reforms and the Performance of Public Enterprises: An Assessment of Privatization in Nigeria's Telecommunications Sector.* **African Journal of Politics and Administrative Studies,** *17*(2), 2024, pp 336-354.

Adeleke. R., *Digital divide in Nigeria: The role of regional differentials*. **African Journal of Science, Technology, Innovation and Development**, 13(3), 2021. Pp 333-346.

Adeyemi. O, *The concept of corruption: A theoretical exposition*. **The Journalish: Social and Government,** 2(2), 2021, pp 1-14.

Adeyinka. F. M., & Adewumi. A. P., *Enhancing Public Service Delivery in Nigeria Through Agile Practice*. **Jurnal Administrasi Publik (Public Administration Journal),** 13(2), 2023, pp 192-206.

Adhikari. D. R., & Shrestha. P., *Knowledge management initiatives for achieving sustainable development goal 4.7: higher education institutions' stakeholder perspectives*. **Journal of Knowledge Management**, 27(4), 2023, pp 1109-1139.

Lead City University DO NOT COPY

Adika. G. *Economic growth dynamics between resource-rich and resource-poor countries in sub-Saharan Africa: The role of politics and institutions*." **African Development Review** 32, no. 3, 2020, Pg 303-315.

Afarini. N, & Hindarto. D, *The Proposed Implementation of Enterprise Architecture in E-Government Development and Services.* **International Journal Software Engineering and Computer Science** (IJSECS), 3(3), 2023, pp 219-229.

Afzal. A, Khan. S, Daud. S, Ahmad. Z, & Butt. A, *Addressing the digital divide: Access and use of technology in education*. **Journal of Social Sciences Review,** 3(2), 2023, pp 883-895.

Agu. J. C., Nkwo. F. N., & Eneiga. R. U., *Governance and anti-corruption measures in Nigeria: Strategies for enhancing transparency, accountability and public trust.* **International Journal of Economics and Public Policy,** 8(1), 2024, pp1-15.

Ahmadu. A., & Valentine. O. E., *Youth Unemployment, Causes, Effects and Implication On Nigeria's Security Industry.* **FUW-International Journal of Management and Social Sciences,** 7(1), 2022, pp 18-18.

Aida. Af., Abbas. E. W., & Susanto. H.. *The role of historical science in social studies learning materials for increasing values of student's nationalism*, **The Innovation of Social Studies Journal** 3, no. 1, 2021, Pg 1-8.

Aithal. A., & Aithal. P. S., *Development and validation of survey questionnaire & experimental data–a systematical review-based statistical approach.* **International Journal of Management, Technology, and Social Sciences** (IJMTS), 5(2), 2020, pp 233-251

Ajamobe. J., *Staff Development Programmes and Quality Instructional Delivery among Public Secondary School Teachers in Education District II of Lagos State, Nigeria.* **Shodh Sari-An International Multidisciplinary Journal,** 2023

Ajayi. O., & Sikiru. D., *Evaluation of the Primary School Component of Universal Basic Education in Lagos East Senatorial District of Nigeria.* **Interdisciplinary Journal of Education,** 4(1), 2021, pp 64-77.

Ajibade. O, Ibietan. J, & Ayelabola. O., *E-Governance Implementation and Public Service Delivery in Nigeria: The Technology Acceptance Model (TAM) Application*. **Journal of Public Administration and Governance**, 7(4), 2017, 165.

Ajisegiri. W. S., Abimbola. S., Tesema. A. G., Odusanya. O. O., Peiris. D., & Joshi. R., *The organisation of primary health care service delivery for non-communicable diseases in Nigeria: a case-study analysis*. PLOS Global Public Health, 2(7), 2022

Akinyetun. T. S., *Youth political participation, good governance and social inclusion in Nigeria: Evidence from Nairaland.* **Canadian Journal of Family and Youth/Le Journal Canadien de Famille et de la Jeunesse,** 13(2), 2021, pp 1-13.

Akpa. V. O., Asikhia. O. U., & Okusanya. A. O., *Leadership styles and organisational performance in nigeria: qualitative perspective.* **International Journal of Engineering and Management Research (IJEMR)**, 11(1), 2021, pp 46-53.

Lead City University DO NOT COPY

Akpan. I. U., Dung. E. B. & Ibegbulam. C. A., *Effect of E-governance Strategic Implementation on Public Service Delivery in Nigeria*. **EPRA International Journal of Multidisciplinary Research,** 6(11), 2020, pp 23-36

Akpan-Obong. P. I., Trinh. M. P., Ayo. C. K., & Oni. A., *E-Governance as good governance? evidence from 15 West African countries*. Information Technology for Development, 29(2-3), 2023, Pg 256-275.

Akpan-Obong. P. I., Trinh. M. P., Ayo. C. K., & Oni. A., *E-Governance as good governance? evidence from 15 West African countries. I*nformation Technology for Development, 29(2-3), 2023, pp 256-275.

Akpan-Obong. P. I., Trinh. M. P., Ayo. C. K., & Oni. A., *E-Governance as good governance? evidence from 15 West African countries.* Information Technology for Development, 29(2-3), 2023, pp 256-275.

Al-Adwan. A. S., Li. N, Al-Adwan. A., Abbasi. G. A., Albelbisi. N. A., & Habibi. A., A. *Extending the technology acceptance model (TAM) to Predict University Students' intentions to use metaverse-based learning platforms.* Education and Information Technologies, 2023, Pg 1-33.

Alfadda. H. A., & Mahdi. H. S., *Measuring students' use of zoom application in language course based on the technology acceptance model (TAM).* **Journal of Psycholinguistic Research**, 50(4), 2021, Pg 883-900.

Alhosani. K, & Alhashmi. S. M., *Opportunities, challenges, and benefits of AI innovation in government services: a review*. Discover Artificial Intelligence, 4(1), 2024

Aliu. M., *Political corruption, government legitimacy, and democracy in Nigeria, 1999–2015*. **European Scientific Journal**, 15(26), 2019, Pg 126-138.

Almashhadani. M, *A brief review of corporate governance structure and corporate profitability in developed and developing economy: A review*. **International Journal of Business and Management Invention**, 10(11), 2021, pp 42-46.

Alrikabi. H. T., Alaidi. A. H. M., Abdalrada. A. S., & Abed. F. T., *Analysis the Efficient Energy Prediction for 5G Wireless Communication Technologies*, vol. 14, no. 08, pp. 2337, 2019.

Al-Sharafi. M. A., Al-Emran. M., Al-Qaysi. N., Iranmanesh. M., & Ibrahim. N., *Drivers and barriers affecting metaverse adoption: A systematic review, theoretical framework, and avenues for future research.* **International Journal of Human–Computer Interaction**, 40(22), 2024, pp 7043-7064.

Amin. A., Bamidele. A. H., & Abdullahi. A., *Public Administration Reform: An Impetus For Good Governance And Political Security In Nigeria*. **Malaysian Management Journal,** 28, 2024, pp 173-214.

Amodu. A, *History and philosophy of sustainable development: Road-mapping interdisciplinarity for wellbeing*. JIS **Journal of Interdisciplinary Sciences**, 4(1), 2020

Lead City University DO NOT COPY

Amodu. A., *Prebendalism and netizenship: Critical notes on good governance and the social media in Nigeria."* **International Journal of Research in Social Sciences** 7, no. 12, 2017, Pg 1-11.

Amuche. O. M., *Electronic governance and service delivery in selected ministries in Ebonyi State, Nigeria*. **Journal of Contemporary Research in Social Sciences**, 1(1), 2019, Pg 11-37.

Anayo. E. A., Itodo. S. M., & Onuora. C. M., *Effect of E-Governance Training on Employee Performance at National Orientation Agency, Abuja*. **Kashere Journal of Politics and International Relations**, 2(1), 2024, pp 57-64.

Areneke. G., Adegbite. E., & Tunyi. A., *Transfer of corporate governance practices into weak emerging market environments by foreign institutional investors.* International Business Review, 31(5), 2022

Arranz. C. F., & Arroyabe. M. F., *Institutional theory and circular economy business models: The case of the European Union and the role of consumption policies*. **Journal of Environmental Management**, 340, 2023

Asomba. I. I., Ejim. C. J., Daniel. O. O., & Ogochukwu. O. G., *E-Governance and Improved Public Revenue Generation in Nigeria: Issues and Prospects*, 2024

Ata-Agboni. J. U., & Olufemi. I. O., *E-governance and e-government: Rethinking public governance in Nigeria, within the context of COVID-19.* **Journal of Good Governance and Sustainable Development in Africa**, 6(2), 2021, pg 54-59.

Ata-Agboni. J. U., & Olufemi. I. O., *E-governance and e-government: Rethinking public governance in Nigeria, within the context of COVID-19.* **Journal of Good Governance and Sustainable Development in Africa,** 6(2), 2021, pp 54-59.

Ata-Agboni. J. U., Aliyu. A., Usman. Y. I., Ibrahim. Y., Hamza. N., Wahab. O. T., & Abdulkerim. Y, *Local Government Autonomy and Democratic Dividend in Nigeria: An Assessment.* **International Journal of Public Administration and Management Research**, 8(5), 2023, pp 112-122.

Atiq. E., Salim. M., & Mahmood. N., *E-Governance: A Global Perspective on A New Paradigm.* **journal of law, social and management sciences,** 2(2), 2023, pp 100-107.

Attia. E. A, Alarjani. A., Uddin. M. S., & Kineber. A. F., *Examining the influence of sustainable construction supply chain drivers on sustainable building projects using mathematical structural equation modeling approach.* Sustainability, 15(13), 2023

Auwalu. F. K., & Bello. M., *Exploring the contemporary challenges of urbanization and the role of sustainable urban development: a study of Lagos City, Nigeria.* **Journal of Contemporary Urban Affairs,** 7(1), 2023, pp 175-188.

Lead City University DO NOT COPY

Azeta. V. I., Okoli-Manson. C. A., Chidozie. F. C., & Eigbe. A., *Implementing an e-governance system: a panacea for improving the productivity of civil service in Nigeria*. **Covenant University Journal of Politics and International Affairs**. 2-21

Aziz. Z. A, & Sallow. A. B., *Concepts of E-governance development: A review*. **Eurasian Journal of Science and Engineering**, 8(1), 2022, pp 51-64.

Azzahra. A, Rahayu. R., Marlina. N. S., Saebah. N, & Saputro. W. E., T*he Role of Education in Economic Growth and Breaking the Chain of Poverty in Indonesia*. Journal of Management, Economic, and Financial, 2(2), 2024, pp 55-63.

Bacq. S., & Aguilera. R. V., *Stakeholder governance for responsible innovation: A theory of value creation, appropriation, and distribution*. **Journal of management studies,** 59(1), 2022, pp 29-60.

Bag. S., Srivastava. G., Gupta. S., Zhang. J. Z., & Kamble. S, *Change adaptation capability, business-to-business marketing capability and firm performance: Integrating institutional theory and dynamic capability view*. Industrial Marketing Management, 115, 2023, pp 470-483.

Bakhtiar. B, *Accountability and Transparency in Financial Management of Village Fund Allocations in Achieving Good Governance*. ATESTASI: Jurnal Ilmiah Akuntansi, 4(2), 2021, pp 230-245.

Bao. Y, Cheng. X., Su. L., & Zarifis. A., *Achieving Employees' Agile Response in E-Governance: Exploring the Synergy of Technology and Group Collaboration*. Group Decision and Negotiation, 2024, pp 1-26.

Barrane. F. Z., Ndubisi. N. O., Kamble. S, Karuranga. G. E., & Poulin. D., *Building trust in multi-stakeholder collaborations for new product development in the digital transformation era.* **Benchmarking: An International Journal**, 28(1), 2021, pp 205-228.

Bassey. M. F., Uchendu. I. F., & Ewa. E. I., *E-governance and public accountability in federal inland revenue service, Nigeria.* **International Journal of Public Administration and Management Research**, 8(6), 2023, Pg 18-33.

Batool. S, Gill. S. A., Javaid. S., & Khan. A. J., *Good governance via E-Governance: moving towards digitalization for a digital economy.* Review of applied management and social sciences, 4(4), 2021, pp 823-836.

Batool. S, Gill. S. A., Javaid. S., & Khan. A. J., *Good governance via E-Governance: moving towards digitalization for a digital economy*. Review of applied management and social sciences, 4(4), 2024, pp 823-836.

Bell. K, & Reed. M, *The tree of participation: a new model for inclusive decision-making.* **Community Development Journal**, 57(4), 2022, pp 595-614.

Bello. D. M. F., *Good governance and civil service accountability in Nigeria-problems and prospects.* Available at SSRN 3860781, 2021

Lead City University DO NOT COPY

Bello. M. L., Ishola. A. A., Abdulkareem. A. K., & Abubakar. U. Y., *E-Government and Public Service Delivery in Nigeria*. **Journal of Social Sciences and Humanities,** 17(5), 2020, 1-4

Betsill. M. M., & Bulkeley. H., *Cities and the multilevel governance of global climate change*. In Understanding Global Cooperation, Brill, 2021, pp 219-236

Bolaji. H. O., & Jimoh. H. A., *Usability and utilization of ICT among educational administrators in secondary students in public school*. **Indonesian Journal of Educational Research and Technology, 3**(2), 2023, pp 97-104.

Bossetta. M. J. J. & Quarterly. M. C, *The Digital Architectures of Social Media: Comparing Political Campaigning on Facebook, Twitter, Instagram, and Snapchat in the 2016 US Election*," 95(2), 2018, 471-496.

Bridoux. F, & Stoelhorst. J. W., *Stakeholder governance: Solving the collective action problems in joint value creation.* Academy of Management Review, 47(2), 2022, pp 214-236.

Bua. A., & Bussu. S., *Between governance-driven democratisation and democracy-driven governance: Explaining changes in participatory governance in the case of Barcelona.* **European Journal of Political Research**, 60(3), 2021, pp 716-737.

Calhoun. C., *Immanuel Wallerstein and the Genesis of World-Systems Analysis.* **Journal of World-Systems Research**, 29(2), 2023, pp 257-285.

Campmas. A, Iacob. N, & Simonelli. F, *How can interoperability stimulate the use of digital public services? An analysis of national interoperability frameworks and e-Government in the European Union*. Data & Policy, 4, 2022

Campos. S. A., & Peeters. R., *Policy improvisation: How frontline workers cope with public service gaps in developing countries—The case of Mexico's Prospera program.* Public Administration and Development, 42(1), 2022, pp 22-32.

Campra. M., Esposito. P., & Brescia. V., *Corporate social responsibility and technological perspectives in healthcare: An exploratory analysis of the evolution of the anti-corruption system through multiple case studies.* Corporate Social Responsibility and Environmental Management, 2023

Cati. M. M., T*he Digitization Process in the Italian Public Administration: Future Challenges*. In The Future of Public Administration-Adapting to a Dynamic World. IntechOpen, 2024

Chinedu. P. U., Nwankwo. W., & Isong. E. B., *E-Readiness Dimensions for a Consolidated Strategic e-Governance Implementation:* The MDA Perspective. IUP **Journal of Knowledge Management,** 19(2), 2021, pp 46-70.

Choudhary. B. K., & Diganta. D., *Urban governance under neoliberalism: Increasing centralization or participatory decentralization." In Urban and Regional Planning and Development,* **Springer**, Cham, 2020, pp. 303-312.

Leadcity University DO NOT COPY

Chukwudi. A. S., & Victor. O., *Governance failure and the formation of anti-state organisations: The impact of the amnesty policy on the development of Nigeria's Niger-Delta, Nigeria.* **African Journal of Governance and Development,** 10(2), 2021, pp 356-374.

Chukwudi. A. S., *Vote Trading, Leadership and Governance Deficit in Africa: Insights From Nigeria.* Gender and Behaviour, 21(1), 2023, pp 21172-21186.

Chukwuemeka. E. E. O. & Okeke. C., *E –Governance and public service delivery: A study of the Joint Admission and Matriculation Board [JAMB] South- East*, **Nigeria Journal Business Economic Management**. 7(2), 2019, 029- 041.

Chukwuemeka. E. E., Okeke. C & Okafor. C, *Enhancing service delivery in Joint Admission and Matriculation Board (JAMB) Nigeria: The imperative of e-governance.* Africa's Public Service Delivery and Performance Review 6(1), a240, 2018.

Crocker. C. A., "*African governance: Challenges and their implications*." *Governance in an Emerging New World,* **Winter Series** *(119)*, 2019

Da. C., Nuno. F., & Rui. C. M., *Structuring composite local governance indicators."* **Policy Studies 38**, no. 2, 2018, pg 109-129.

Dano. U. L., Balogun. A. L., Abubakar. I. R., & Aina. Y. A., *Transformative urban governance: Confronting urbanization challenges with geospatial technologies in Lagos, Nigeria*. **GeoJournal,** 85,2020, pp 1039-1056.

Danshina. Y, & Britchenko. I., Electronic governance technologies in the system of providing administratives. Available online: https://www.researchgate.net/publication/3238128072018

Das. D. K., *Exploring the Symbiotic Relationship between Digital Transformation, Infrastructure, Service Delivery, and Governance for Smart Sustainable Cities.* Smart Cities, 7(2), 2024, pp 806-835.

Das. P, & Adhikary. C, *Transformative E-governance and Access in Higher Education*. **The Online Journal of Distance Education and e-Learning**, 10(1), 2022, pp 162-168.

David. O. A., Onyepuemu. O. C., & Qazeem. I. B., *E-Governance Response in Tackling Covid-19 in Nigeria.* PERSPEKTIF, 11(3), 2022, pp 839-849.

Delanty. G, & Harris. N, *Critical theory and the question of technology: The Frankfurt School revisited.* Thesis Eleven, 166(1), 2021, pp 88-108.

Dharmayanti. V, Ismail. T., Hanifah. I. A., & Taqi. M., *Exploring sustainability management control system and eco-innovation matter sustainable financial performance: The role of supply chain management and digital adaptability in indonesian context.* **Journal of Open Innovation: Technology, Market, and Complexity,** 9(3), 2023

Lead City University DO NOT COPY

Dick-Sagoe. C, *Decentralization for improving the provision of public services in developing countries: A critical review*. Cogent Economics & Finance, 8(1), 2020

Dinoroy. M. A., *The Impact of E-Government System on Public Service Quality in Indonesia*. **European Scientific Journal**, 13(35), 2017.

Dobusch. L, *The inclusivity of inclusion approaches: A relational perspective on inclusion and exclusion in organizations*. Gender, Work & Organization, 28(1), 2021, pp 379-396.

Doornbos. M, *"'Good governance': the rise and decline of a policy metaphor*?." In *Changing the Conditions for Development Aid,* **Routledge**, 2019., pp. 93-108

Đurman. P., Musa. A, & Koprić. I., *Participatory lawmaking in the digital age: the case of the e-public consultations platform in Croatia.* Engaging Citizens in Policy Making: e-Participation Practices in Europe. Cheltenham, UK, 2022, pp 91-103.

Ebele. N. A., Chibugo. A. E., & Benedicta. U. C., *Periscoping e-governance in Nigeria: matters arising.* **NG Journal of Social Development**, 13(1), 2024, pp 37-47.

Ebhomienlen. O, *Religion and Patriotic Leadership in Nigeria: An Illustration of Nehemiah's Leadership Feat in Judah*." **Humanus Discourse** 2, no. 1, 2021

Ebizim. J. E., & Onyemere*., "The doctrine of federalism and the clamour for restructuring of Nigeria for good governance: Issues and challenges." **International Journal of Advanced Academic research/social and management sciences*** 4, no. 4, 2018

Echendu. A. J., *The impact of flooding on Nigeria's sustainable development goals (SDGs)*, **Ecosystem Health and Sustainability** 6, no. 1, 2020

Efunniyi. C. P., Abhulimen. A. O., Obiki-Osafiele. A. N., Agu. O. S., & Adeniran. I. A, *Strengthening corporate governance and financial compliance: Enhancing accountability and transparency.* **Finance & Accounting Research Journal,** 6(8), 2024, pp 1597-1616.

El Ammar. C, & Profiroiu. C. M., *Innovation in public administration reform: a strategic reform through NPM, ICT, and e-governance. A comparative analysis between Lebanon and Romania.* Administratie si Management Public, 35, 2020, Pg 75-89.

El Khatib. M., Al Mulla. A., & Al Ketbi. W., *The role of blockchain in E-governance and decision-making in project and program management*. Advances in Internet of Things, 12(3), 2022, pp 88-109.

El-Rufai. N. A*., Next generation Nigeria: What is restructuring and does Nigeria need it." In Africa Program Meeting Transcript,* **Chatham House,** *London*, vol. 3. 2017.

Eneanya. A. N., *Promoting Good Governance Using ICTs in Nigeria*. African Social Science Review, 11(1), 4, 2021

Lead City University - DO NOT COPY

Farzana. A, *Governance and Public Service Delivery in India*, **International Growth Centre**, 2017, 1-31

Fauzi. A. A., & Sheng. M. L., *The digitalization of micro, small, and medium-sized enterprises (MSMEs): An institutional theory perspective*. **Journal of Small Business Management,** 60(6), 2022, pp 1288-1313.

Fernandes. L, & Shetty. A, *Challenges Faced by E-Governance in India.* International Journal of Latest Trends in Engineering and Technology, 2022, pp. 499-504.

Filatotchev. I, Ireland. R. D., & Stahl. G. K., *Contextualizing management research: An open systems perspective.* **Journal of Management Studies**, 59(4), 2022, pp 1036-1056.

Fisayo. D. P., Nte. N., Adejoke. A. A., & Ayoola. O. R., *Elite Capture Syndrome and Anti-Corruption Control in Nigeria: The Economic and Financial Crimes Commission and The Independent Corrupt Practices Commission in Perspective*. **International Journal of Business, Humanities, Education and Social Sciences (IJBHES),** 5(2), 2023, pp 144-152.

Folarin. S, *Corruption, politics and governance in Nigeria*. Nigerian politics, 2021, pp 377-394.

Folorunso. O. O., & Simeon. A. O., *The gains and the pains of integrated payroll and personnel information systems (IPPIS) policy implementation in Nigeria*. **Journal of Human Resource and Sustainability Studies,** 9(4), 2021, pp 551-569.

Forrest. T, *Politics and Economic Development in Nigeria: Updated Edition*. **Routledge,** 2019.

Gao-Zeller. X., Li. X., Yang. F., & Zhu. W., *Driving mechanism of CSR strategy in Chinese construction companies based on neo-institutional theory*. **KSCE Journal of Civil Engineering,** 23, 12019, Pg 939-1951.

Garba. A. D., Ogunode. N. J, Musa. A., & Ahmed. I., *Effects of insecurity on tertiary education in north-east Nigeria and way forward.* **Spanish Journal of Society and Sustainability**, 2, 2022, pp 10-17.

Gatobu. P. K.& Muthini. J. N., *E-Government to Citizens Model and Service Delivery by Government of Kenya*. **International Journal of Research and Innovation in Social Science,** 5(4), 2021, 2454-6186

Gbesoevi. E., Akinyemi. I., Oluwatunbi. E., & Ashogbon. A., *School Facilities Maintenance Strategies and Quality Education Delivery in Public Junior Secondary Schools, Lagos State.* **Indonesian Journal of Economics, Social, and Humanities,** 2024

George. T. O., Onwumah. A. C., Ozoya. M. I., & Olonade. O. Y., *Good governance, social order, and development in Nigeria: The critical role of gender inclusion.* **African Journal of Reproductive Health,** 25(5s), 2021, pp 202-209.

Lead City University DO NOT COPY

Gilbert Kiplimo. K., & Patrick Amisi. A., *Good Governance and Service Delivery: A Study of Citizen Participation in Kisumu County*. **Universal Journal of Management**, 6(2), 2018, 59–69.

Governor. R. E., Clever. A., & Akata. U. C., *An assessment of media systems and operations in Nigeria's democracy: using the normative theories of the press.* **Journal of Global Social Sciences,** 2(5), 2021, pp 45-64.

Granić. A, & Marangunić. N, *Technology acceptance model in educational context: A systematic literature review.* **British Journal of Educational Technology**, 50(5), 2019, Pg 2572-2593.

Grigalashvil. Vi, *E-government and E-governance: Various or Multifarious Concepts.* **International Journal of Scientific and Management Research**, 5(01), 2022, pp 183-196.

Grigalashvili. V, *E-government and E-governance: Various or Multifarious Concepts***. International Journal of Scientific and Management Research,** 5(01), 2022, pp 183-196.

Gubbins. C., & Dooley. L., *Delineating the tacit knowledge-seeking phase of knowledge sharing: The influence of relational social capital components*. Human Resource Development Quarterly, 32(3), 2021, pp 319-348.

Gupta. A. K., *E-Governance: A Critical Appraisal of Digital Tools to Mitigate Marginalisation.* In Marginalised Groups in India (pp. 191-205). Routledge, 2024

Hanelt. A., Bohnsack. R., Marz. D., & Antunes Marante. C., *A systematic review of the literature on digital transformation: Insights and implications for strategy and organizational change.* **Journal of management studies**, 58(5), 2021, pp 1159-1197.

Hariram. N. P., Mekha. K. B., Suganthan. V, & Sudhakar. K, *Sustainalism: An integrated socio-economic-environmental model to address sustainable development and sustainability*. Sustainability, 15(13), 2023

Hartanto. D., Dalle. J., Akrim. A., & Anisah. H. U., *Perceived effectiveness of e-governance as an underlying mechanism between good governance and public trust: a case of Indonesia.* Digital Policy, Regulation And Governance, 23(6), 2021, pp 598-616.

Hashim. H, *E-government impact on developing smart cities initiative in Saudi Arabia: Opportunities & challenges*. **Alexandria Engineering Journal**, 96, 2024, pp 124-131.

Hatungimana. W., *How people appraise their government: corruption perception of police and political legitimacy in Africa*. **The Journal of Modern African Studies,** 60(1), 2022, Pg 1-22.

Hooda. A., & Singla. M. L., *Core–competencies–a key to future–oriented and sustainable e-governance implementation: mixed method research*. Transforming government: people, process and policy, 15(1), 2021, pp 80-107.

Leadership University DO NOT COPY

Humayun. B. S, & Amare. D., *The adoption of e-government services in Nigeria using utuat model*. **Journal of Computing and Management Studies,** 2(3), 2019, 2516-2047.

Ibukun. C. O., *The role of governance in the health expenditure–health outcomes nexus: insights from West Africa*. **International Journal of Social Economics,** 48(4), 2021, pp 557-570.

Igbokwe-Ibeto. C. J., & Osakede. K. O., *Nigerian public service and the dilemma of good governance: examining the normative and empirical challenges*. **Advance Journal of Management and Social Sciences**, 7(1), 2023

Ighoshemu. B. O., & Ogidiagba. U. B., *Poor governance and massive unemployment in Nigeria: as causes of brain drain in the Buhari administration (2015-2020).* Insights into Regional Development, 4(2), 2022, pp 73-84.

Imam. A, *Poor Internet Connectivity and its Implications on Nigeria's e-Governance Trajectory.* Available at SSRN 4928904, 2024

Imran. M. M., *Analyzing the Development of Structural-Functional Theory in the Sociological Approach to Primary School Education.* **International Journal of Basic Educational Research,** 1(1), 2024, pp 47-51.

Inakefe. G. I., Bassey. V. U., & Amadi. J. O., *Evaluation of the Policy and Institutional Implications of Digital Tools in E-Governance Reforms Implementation for Service Delivery in Cross River State Civil Service, Nigeria.* SAGE Open, 14(4), 2024

Inakefe. G. I., Bassey. V. U., & Amadi. J. O., *Evaluation of the Policy and Institutional Implications of Digital Tools in E-Governance Reforms Implementation for Service Delivery in Cross River State Civil Service, Nigeria.* SAGE Open, 14(4), 2024

Inakefe. G. I., Bassey. V. U., Ikeanyibe. O. M., Nwagboso. C. I., Agbor. U. I., Ebegbulem. J., & Ike. G. U., *Digital literacy and e-governance adoption for service delivery in cross river state civil service*. **International Journal of Electronic Government Research** (IJEGR), 19(1), 2023, Pg 1-23.

Inakefe. G., Bassey. V., Ikeanyibe. O., Nwagboso. C., Agbor. U., Ebegbulem. J., Mbonu. F., & Ike. G, *Digital Literacy and E-Governance Adoption for Service Delivery in Cross River State Civil Service.* Int. J. Electron. Gov. Res., 19, 2023, pp 1-23.

Isah. I. S., Chiroma. A. A., & Dance. A. M., *Assessment of E-Governance Implementation on Service Delivery in Nasarawa State University, Keffi (2017-2021).* **AKSU Journal of Administration and Corporate Governance**, 1(1), 2024, pp 89-100.

Isah. I. S., Chiroma. A. A., & Dance. A. M., *Assessment of E-Governance Implementation on Service Delivery in Nasarawa State University, Keffi (2017-2021).* AKSU Journal of Administration and Corporate Governance, 1(1), 2024, pp 89-100.

Lead City University DO NOT COPY

Isah. I. S., Chiroma. A. A., & Dance. A. M., *Assessment of E-Governance Implementation on Service Delivery in Nasarawa State University, Keffi (2017-2021).* **AKSU Journal of Administration and Corporate Governance,** 1(1), 2024, pp 89-100.

Ismail. U, & Abdullahi. A. S., *Digital policing in Nigeria: A study of Jigawa State Police Command.* **International Journal of Police Science & Management,** 26(1), 2024, pp 67-77.

Itohan. O. J, *Strategies for funding technical vocational education and training for achieving sustainable national development in Nigeria in a post-oil boom economy,* **Vietnam Journal of Education** 4, no. 2, 2020, Pg 1-10.

Iyanna. S., Kaur. P., Ractham. P., Talwar. S., & Islam. A. N., *Digital transformation of healthcare sector. What is impeding adoption and continued usage of technology-driven innovations by end-users?.* **Journal of Business Research**, 153, 2022, pp 150-161.

Jarbandhan. D. B., *Ethical public sector leadership and good governance*. Administratio Publica, 29(2), 2021, pp 24-48.

John. O. A., *The role of e-governance in promoting transparency and accountability in Nigeria's governance system*, governance.2023

Kabiru. D, Yusuf. A. Y., & Hindatu. M. Y., *Nexus between e-governance and service delivery in Nigeria: (Assessing the role of stakeholders)*. **IJMSSSR,** 4(4), 2022, 25820265

Kalu. I, & Obasi. C., *e-governance and economic development in sub-saharan africa: a case of nigeria. development*, 11(1), 2021

Kamsalem. A., *Electronic Governance and Public Policy in Nigeria: Problems and Prospects*. **Interdisciplinary Journal Of African & Asian Studies** (IJAAS), 9(4), 2023

Karkin. N., & Janssen. M., *Structural changes driven by e-petitioning technology: changing the relationship between the central government and local governments.* Information Technology for Development, 26(4), 2020 837-855.

Karyawati. G, Subroto. B., Sutrisno. T., & Saraswati. E., *Explaining the complexity relationship of CSR and financial performance using neo-institutional theory.* **Journal of Asian Business and Economic Studies**, 27(3), 2020, Pg 227-244.

Käyhkö. E, *Resilience ethics and sustainable governance: A quest for an inclusive society.* Developments in Administration, 3, 2021, pp 1-18.

Kemp. M. J. & Vyas-Doorgapersa. S., *service delivery challenges in Protea Glen, Johannesburg.* Africa's Public Service Delivery and Performance Review, 8(1), 2020, 111.

Keping. Y, *"Governance and good governance: A new framework for political analysis."* **Fudan Journal of the Humanities and Social Sciences** 11, no. 1, 2018, pg 1-8.

Lead City University DO NOT COPY

Kgobe. F. K. L., & Mamokhere. J., *Interrogating the effectiveness of public accountability mechanisms in South Africa: can good governance be realized*?. International Journal of Entrepreneurship, 25, 2021, pp 1-12.

Khan. A, & Krishnan. S, *Citizen engagement in co-creation of e-government services: a process theory view from a meta-synthesis approach*. Internet Research, 31(4), 2021, pp 1318-1375.

Khoza. H. H., Mashele. R., Ubisi. L., & Mukonza. R. M., *Effects of e-governance in addressing service delivery backlogs in South African communities: e-governance, another recipe for disaster?.* African Journal of Democracy and Governance, 10(1-2), 2023, pp 17-38.

Klochan,. V, Piliaiev. I., Sydorenko. T., Khomutenko. V., Solomko. A., & Tkachuk A, *Digital Platforms as a tool for the transformation of strategic Consulting in Public Administration.* **Journal of Information Technology Management,** 13(Special Issue: Role of ICT in Advancing Business and Management), 2021, pp 42-61.

Koenane. M. L., *The role and significance of traditional leadership in the governance of modern democratic South Africa*." **Africa Review** 10, no. 1 (2018): 58-71.

Koepke. M, Monstadt. J., & Pilo. F., *Urban electricity governance and the (re) production of heterogeneous electricity constellations in Dar es Salaam*. Energy, Sustainability and Society, 13(1), 2023

Kosec. K, & Wantchekon. L., *Can information improve rural governance and service delivery? World Development*, 115(xxxx), 2018.

Kyei. D., *Challenges of E-Governance in Public Service Delivery in Ghana.* **International Journal of Innovative Research and Development,** 2021

Lateef. S. A., Rashid. N., Farouk. A. U., & Olanipekun. W. D., *Does the Independent of Supreme Audit Institutions Matter on Good Governance? An Insight from Nigeria Auditor General for the Federation.* **Universal Journal of Accounting and Finance**, 9(4), 2021, Pg 712-721.

Latupeirissa. J. J. P., Dewi. N. L. Y., Prayana. I. K. R.,. Srikandi. M. B, Ramadiansyah. S. A., & I. B. Pramana, *Transforming public service delivery: A comprehensive review of digitization initiatives*. Sustainability, 16(7), 2024

Lee-Geiller. S, *Technology married to good governance and diversity: Explaining e-participation preparedness in government*. Technological Forecasting and Social Change, 201, 2024

Levine. J. R., *The paradox of community power: Cultural processes and elite authority in participatory governance*." **Social Forces** 95, no. 3, 2017, pg 1155-1179.

Li. J, Krishnamurthy. S, Pereira Roders. A, & van Wesemael. P, State-of-the-practice: Assessing community participation within Chinese cultural World Heritage properties. **Habitat International**, 96. 2020.

Lead City University DO NOT COPY

Løberg. I. B., *Efficiency through digitalization? How electronic communication between frontline workers and clients can spur a demand for services*. Government information quarterly, 38(2), 2021

Luft. J. A., Jeong. S., Idsardi. R., & Gardner. G., *Literature reviews, theoretical frameworks, and conceptual frameworks: An introduction for new biology education researchers.* CBE—Life Sciences Education, 21(3), rm33, 2022

Lungu. M., *Enhancing public service delivery in government procurement: A review exploring the role of artificial intelligence and automative structures.* Handbook of Public Service Delivery, 2024, pp 188-204.

Mahdavinasab. Y, Sadipour. E, & Moradi. M. J. Q., *A Investigation of the Effective Components Considered in Designing E-Learning Environments in Higher Education and Offering a Framework for E-Learning Instructional Design,* vol. 1, no. 4, pp. 9-24, 201

Mahlangu. G & Ruhode. E, *Factors Enhancing E-Government Service Gaps in a Developing Country Context. Proceedings of the 1st Virtual Conference on Implications of Information and Digital Technologies for Development*, 2021, 422-440

Malik. H. A., & Malik. F. A., *Emile Durkheim contributions to sociology.* Sociology, 6(2), 2022, pp 7-10.

Mallillin. L. L. D., *Educational system theory, concept, and framework.* Asian J. Soc. Sci. Leg. Stud, 5(1), 2023, pp 1-17.

Malodia. S, Dhir. A., Mishra. M., & Bhatti. Z. A., *Future of e-Government: An integrated conceptual framework.* Technological Forecasting and Social Change, 173, 2021

Maramura. T. C , Nzewi. O. I., Tirivangasi. H. M., & Hofisi. C, *Mandelafying the public service in South Africa: Towards a new theory.* **Journal of Public Affairs**, 20(1), 2020

Margariti. V., Stamati. T., Anagnostopoulos. D., Nikolaidou. M., & Papastilianou. A., *A holistic model for assessing organizational interoperability in public administration.* Government Information Quarterly, 39(3), 2022

Matlala. L. S., *E-governance in South Africa: barriers and enablers of virtual evaluation in the public sector*. Insights into Regional Development, 7(2), 2025, pp 84-108.

Mazzucato. M., Qobo. M., & Kattel. R., *Building state capacities and dynamic capabilities to drive social and economic development: The case of South Africa.* Johannesburg: University of the Witwatersrand, 2021

Mishra. B. K., Kumar. P, Saraswat. C., Chakraborty. S., & Gautam. A., *Water security in a changing environment: Concept, challenges and solutions*. Water, 13(4), 490, 2021

Ideal City University DO NOT COPY

Modu. K, *Effect of E-governance on the Performance of Civil Servants in Jigawa State. Nigeria*. **International Journal of Public Policy and Administrative Studies,** 11(4), 2021, pp 40-49.

Moji. L., Nhede. N. T., & Masiya. T., *Factors impeding the implementation of oversight mechanisms in South African municipalities*. **Journal of Local Government Research and Innovation**, 3, 2022

Monday. E. J., Olukemi. A. A., Ruth. M., & Olapeju. F. E., *Challenges in Applying ICT to Tax Generation in Local Government Administration in Nigeria.* TWIST, 19(3), 2024, pp 351-356.

Monkam. N., & Mangwanya. M. G., *Digital Tools for Boosting the Impact of Fiscal Decentralization in Africa's Local Economies*. F1000Research, 13, 2024

Moses. O, Ehalaiye. D., Sorola. M, & Lassou. P, *Extractive sector governance: does a nexus of accountability render local extractive industries transparency initiatives ineffective?.* Meditari Accountancy Research, 32(1), 2024, pp 176-206.

Moses. O. O., *Corporate governance and economic sustainability reporting in Nigeria.* **Journal of Accounting and Taxation**, 13(4), 2021, pp 243-254.

Moszoro. M., Nose. M, S. Nunhuck, S. Pattanayak, L. R. del Paso, F. Solomon, & G. Uña, *Transforming Public Finance through GovTech. International Monetary Fund,* STaff Discussion Note, 3, 2023

Mpu. Y & Adu E. O., *E-Governance as the way of Simplifying and Speeding Up Service Delivery*. International Journal of Economics, Business and Management Research, 3(6), 2019, 192-195

Msenge. P., & Nzewi. O., *A proposed citizen participation–public trust model in the context of service delivery protests in South African local government***. Journal of Local Government Research and Innovation**, 2, 26, 2021

Mukhuty. S., Upadhyay. A., & Rothwell. H., *Strategic sustainable development of Industry 4.0 through the lens of social responsibility: The role of human resource practices*. Business Strategy and the Environment, 31(5), 2022, pp 2068-2081.

Murphy. C. N., *The emergence of global governance*. In International organization and global governance, Routledge, 2023, pp. 23-34

Musarat. M. A., Sadiq. A, Alaloul. W. S., & Abdul Wahab. M. M., *A systematic review on enhancement in quality of life through digitalization in the construction industry*. Sustainability, 15(1), 202, 2022

Mushtaq. S, & Shah. M, *Critical Factors and Practices in Mitigating Cybercrimes within E-Government Services: A Rapid Review on Optimising Public Service Management. Information*, 15(10), 619, 2024

Leeds City University DO NOT COPY

Mustafa. A. S., & Garcia. M. B., *Theories integrated with technology acceptance model (TAM) in online learning acceptance and continuance intention: A systematic review.* In 2021 1st Conference on online teaching for mobile education (OT4ME), 2021, pg 68-72

Mustafa. G, Rafiq. W, Jhamat. N, Arshad. Z, & Rana. F. A., *Blockchain-based governance models in e-government: a comprehensive framework for legal, technical, ethical and security considerations.* **International Journal of Law and Management**, 2024

Mutungi. F., Baguma. R., Ejiri. A. H., & Janowski. T., *Digital anti-corruption typology for public service delivery*. **International Journal of Computer Applications,** 975, 2021

Muyideen. O. F., Abayomi. A. R., & Evelyn. A. T., *A Theoretical Discourse of Substance Abuse and Security Threat among Nigerian Youths; Current Literatures and Interrogations*. **Randwick International of Social Science Journal,** 3(2), 2022, pp 281-290.

Na. S, Heo, S. Han, Shin. Y, & Roh. Y., *Acceptance model of artificial intelligence (AI)-based technologies in construction firms: Applying the Technology Acceptance Model (TAM) in combination with the Technology–Organisation–Environment (TOE) framework.* Buildings, 12(2), 2022

Nag. N. S., *Government, governance and good governance*." **Indian Journal of Public Administration** 64, no. 1, 2018, pg 122-130.

Natasia. S. R., Wiranti. Y. T., & Parastika. A., *Acceptance analysis of NUADU as e-learning platform using the Technology Acceptance Model (TAM) approach. Procedia Computer Science,* 197, 2022, Pg 512-520.

Ndema. S. C., *Effect of E-Governance on Service Delivery in Enugu State Civil Service: A Study of Selected Ministries.* **International Academic Journal of Advanced Educational Research**, 10(1), 2024, pp 107-125.

Ndubuisi. A. G., & Jacob. O. N., *Challenges facing administrators of public higher institutions in Nigeria and the ways forward*. **Central Asian Journal of Literature, Philosophy and Culture,** 2(2), 2021, pp 27-40.

Neupane. M. P., *Expanding practices of E-governance system in the contemporary world.* **Journey for Sustainable Development and Peace Journal,** 2(2), 2024, pp 54-74.

Nguyen Chau. T., Pham. T. T. T., Ha. T. C.V., & Nguyen. D., *Corruption, market structure, and industry competition in the Vietnamese construction sector.* **Construction Management and Economics**, 2023, Pg 1-16.

Nimko. O., Ohorodnyk. V., Dankevych. V., & Doronina. I., *E-governance and Corruption Perception: Global Insights and Ukraine's Context During War and Displacement*. **Pakistan Journal of Criminology**, 16(3), 2024

Leadcity University - DO NOT COPY

Nnaji. I. L., Igbokwe-Ibeto. C. J., Ukeje. I. O., & Nwangbo. S. O., *Educational and political leadership challenges: Exploring implications on security in Nigeria***. West African Journal of Educational Sciences and Practice,** 1(2), 2022, pp 70-76.

Noja. G. G., Cristea. M., Thalassinos. E., & Kadłubek. M., *Interlinkages between government resources management, environmental support, and good public governance.* Advanced Insights from the European Union. Resources, 10(5), 41, 2021

Ntando. Y, & Mofolo. M, *Analyzing the open systems theory as a tool for promoting good governance in public institutions*. Public Administration And Development Alternatives (IPADA), 81, 2024

Nuhu. N. A., & Jamiu. M. S., *Public sector reform in Nigeria: The imperative of e governance*. sustainable transformation of public and corporate management in digital age: perspectives, challenges & prospects, 208, 2021

Nwafor. S., *Poor Political Leadership: Quagmire to National and Political Unity in Nigeria,* **African Journal of Humanities and Contemporary Education Research** 6, no. 1, 2022, Pg 1-12.

Nwagwu. E. J., Uwaechia. O. G., Udegbunam. K. C., & Nnamani. R., *Vote buying during 2015 and 2019 general elections: Manifestation and implications on democratic development in Nigeria.* Cogent Social Sciences, 8(1), 2022

Nwankwo, F. C.. *Sociological review of the forms, merits and challenges of the traditional health care delivery system in Nigeria.* **The Nigerian Journal of Medical Sociology,** 4(1).

Nwogbo. D. C., & Ighodalo. A., *Governance and corruption in Nigeria.* **Journal of Good Governance and Sustainable Development in Africa**, 6(2), 2021, pp 81-97.

Nyiayaana. K, & T. C. B. Jack, *Chinese Investments in Nigeria and the Political Economy of Trade, 1999-2019: A Leadership Perspective*, **Leadership and Developing Societies 6, no.** 1, 2021, Pg 10-29.

Nzomo. M, *Prospects for democratic governance in Africa: Impacts of civil societies and ethnicities." In crises of governance in Asia and Africa,* **Routledge,** 2017, pp. 148-166.

Obara. O. O., & Dibie. R., *Analysis of E-Governance and Performance Management in Delta State of Nigeria.* **Review of Public Administration and Management Journal (ROPAMJ),** 21(1), 2024, pp 32-51.

Obarisiagbon. E. I., & Emily. O. A., *Insecurity crisis in Nigeria: The law enforcement agents a panacea.*" **j. Of soc'y & social work** 7, no. 1, 2019, pg 44.

Obi. H. O., Uzor. O. A., & Chukwurah. D. C. J., *E-Governance and Service Delivery in the Nigeria Civil Service*. **World Journal of Innovative Research,** 9(3), 2020, 49-59

Landmark University DO NOT COPY

Obi-Ani. A., Ezeaku. N. D. O, I. Ogechi, C. I. Mathias, P. Obi-Ani, & Onu. J O. C. *Covid-19 pandemic and The Nigerian primary healthcare system: The leadership question*, **Cogent Arts & Humanities** 8, no. 1, 2021

Obisanya. A. R., & Hassan. I. K., *Improving local government performance through financial autonomy and accountability at Nigerian state*. **Journal of Public Administration, Finance and Law**, 23, 2022, pp 222-235.

Obodo. N. A. & Anigbata. D. O. Challenges of Implementing Electronic Governance in Public Sector Organizations in Nigeria. International Journal of Applied Economics, Finance and Accounting, 2, No. 1, pp. 30-35 2018

Ogbeide. D. O., & Adjaino. V. O., *Adoption and diffusion of e-governance innovation in Nigeria: a survey of literature*. **lapai international journal of management and social sciences**, 11(1), 2019, Pg 39-52.

Ogbu. J. E., Onele. N., & Yakubu. E. S., *E-Readiness of Technical Teachers to Use ICT Facilities in Nasarawa State Technical Colleges.* **Journal of Contemporary Research in Educational Administration and Management**, 1(3), 2024

Oghuvbu. E. A., Gberevbie. D. E., & Oni. S. O., *E-governance in Nigeria: challenges and prospects.* **RUDN journal of public administration**, 9(2),2022, Pg 189-199.

Ogunode. N. J., Olatunde-Aiyedun. T. G., Ukozor. C. U., & Ayeni. E. O., *Deployment of Information Communication Technology in Addressing Corruption in Tertiary Institutions in Nigeria*. **International Journal of Applied Research and Sustainable Sciences**, 2(11), 2024, pp 975-990.

Ogunsola. K., & Tiamiyu. M. A., *Predicting customers use of electronic government services in Nigeria.* **International Journal of Public Administration in the Digital Age** (IJPADA), 8(1), 2021, pp 1-21.

Ojogiwa. O. T., *The crux of strategic leadership for a transformed public sector management in Nigeria.* **International Journal of Business and Management Studies,** 13(1), 2021, pp 83-96.

Okeji. S. M., Adedoyin-Raji. J. O., & Isa. Y. I., *Legal frameworks for the implementation of electronic governance in Nigeria and matters arising*. **Environmental Technology and Science Journal,** 15(2), 2024, pp 150-155.

Okoeguale. A, *Nigerian Creative Industry Revisited: Practitioners' Perspectives on the State of Technology Hubs.* **Journal of African Film & Diaspora Studies (JAFDIS)**, 7(3), 2024

Okoli. A., & Cornelius. O. O., *Herdsmen militancy and humanitarian crisis in Nigeria: A theoretical briefing."* **African Security Review** 27, no. 2, 2018, pg 129-143.

Okoye. M, *Effect of Information Communication Technology (ICT) on Workers' Service Delivery in Nigerian Television Authority Awka Nigeria*. **Journal of Policy and Development Studies**, 16(2), 2024, pp 58-68.

Lead City University DO NOT COPY

Okudolo. I. P. T., & Ojakorotu. V., *Digitalization of local governance for fostering accelerated attainment of the sdgs: challenges and prospects from a nigerian perspective.* **African Journal of Development Studies**, 2021

Okwueze. F. O., *E-Governance as a Tool for Public Sector Development in Nigeria*. International Journal of Research in Arts and Social Sciences, 2, 2010, 493-511

Olabimitan. A. O., Ogunmodede. K., & John. S. A., *E-Governance and Public Service Delivery: Evidence from Nigeria.* **Indian-Pacific Journal of Accounting and Finance,** 8(3), 2024, pp 3-13.

Olalekan. A, Ibietan. J, & Oludare. A., *E-Governance Implementation and Public Service Delivery in Nigeria the Technology Acceptance Model*, **Journal of Public** Administration and Governance, 7(4), 2017, 2161-7104

Olalekan. R. M., Odipe. E. O., Babatunde. A., Omini. E. D., Efegbere Henry Akpojubaro, & O. E. Owobi*, Leaving no one behind? drinking water challenge on the rise in niger delta region of nigeria: A Review*, Drinking Water Challenge on the Rise in Niger Delta Region of Nigeria, 2020

Olawale. A., & Obinna. E., *Corporate governance, institutional quality, and firm performance: A comprehensive analysis of the oil & gas sector*. **Journal of Finance and Economics,** 11(3), 2023, pp 160-170.

Oliveira. T. A., Oliver. M., & Ramalhinho. H., *challenges for connecting citizens and smart cities: ict, e-governance and blockchain*. Sustainability, 12(7), 2020

Olusola. B. A., *E-governance Usage on Service Delivery in Tertiary Institution in Oyo Township of South-west Nigeria*. **Afeican Journal of Management** Sciences, 11(3), 2019, 37-56.

Omebe. M. A., *Electronic Governance and Service Delivery in Selected Ministries in Ebonyi State, Nigeria*. **Journal of Contemporary Research in Social Sciences,** 1(1), 2019, 11-37.

Omweri. F. S., *A Systematic Literature Review of E-Government Implementation in Developing Countries: Examining Urban-Rural Disparities, Institutional Capacity, and Socio-Cultural Factors in the Context of Local Governance and Progress towards SDG 16.6.* **International Journal of Research and Innovation in Social Science**, 8(8), 2024, pp 1173-1199.

Oni. E. O., *Forging ahead as an anti-corruption agency: the case of the Independent Corrupt Practices and Other Related Offences Commission (ICPC) in Nigeria (2000–2017),* 2021

Onserio. A & Muturi. W., *Influence of E-governance strategy on service delivery in Devolved Units: A case study of Kiisi County, Kenya*. **International Journal of Social Science and Information Technology**, 5(5), 2019, 283-296.

Onyezere. C, Chukwuemeka. E., & Okpani. I., *Periscoping Electronic Governance in Nnamdi Azikwe University Awka: Has it really Reinvigorates Employee Service Delivery?*. **NG Journal of Social Development,** 13(2), 2024, pp 13-37.

Leadcity University DO NOT COPY

Ornston. D, *Good Governance Gone Bad. In Good Governance Gone Bad.* **Cornell University Press,** 2018.

Orunbon. N. O., & Modupe. I. P. M, *School Organisational Silence, Teachers' Job Commitment and Productivity in Senior Secondary Schools Education District I of Lagos State, Nigeria*. **Journal of Educational Sciences,** 5(3), 2021, pp 569-583.

Osborne. S. P., Nasi. G, & Powell. M., *Beyond co-production: Value creation and public services*. Public administration, 99(4),2021, pp 641-657.

Oscar. L., *Advancing post-structural institutionalism: discourses, subjects, power asymmetries, and institutional change*, Critical Review 30, no. 3-4, 2018, Pg 325-346.

Oseni. K. O., *Barriers facing e-service adopting and implementation at local environment level in Nigeria.* arXiv preprint arXiv:2406.15375, 2024

Oware. K. M., & Mallikarjunappa. T., *CSR expenditure, mandatory CSR reporting and financial performance of listed firms in India: an institutional theory perspective.* Meditari Accountancy Research, 30(1), 2022, pp 1-21.

Oyedokun. G, Adeolu-Akande. M., & Oyedokun. D., *Assessing the Status and Challenges of e-Governance and e-Public Services Delivery in Nigeria*, 2022

Oyewole. A. T., Oguejiofor. B. B., Eneh. N. E., Akpuokwe. C. U., & Bakare. S. S., *Data privacy laws and their impact on financial technology companies: a review.* **Computer Science & IT Research Journal,** 5(3), 2024, pp 628-650.

Oyewole. O. O., & Adetimehin. G. G, *E-Governance and Service Delivery in Ondo State Ministry of Education: Prospects and Challenges.* **Journal of Public Administration, Policy and Governance Research**, 2(4), 2024, pp 174-182.

Ozekhome. H. O., *Do regulatory quality, government effectiveness and rule of law matter to foreign direct investment in Nigeria.* **Romanian Journal of Economic Forecasting,** 25(1), 2022, pp 160-175.

Ozili. P. K., *Corporate governance research in Nigeria: a review*. SN Business & Economics, 1(1), 17, 2020

Palacin. V, Zundel. A., Aquaro. V., & Kwok. W. M., *Reframing e-participation for sustainable development.* In Proceedings of the 14th International Conference on Theory and Practice of Electronic Governance, 2021, pp. 172-180

Palvia. S. C. J & Sharma. S. S., *E-government and E-governance: Definitions/framework and status around the world. Computer society of India. Conference on E-governance*, 2007

Pancho. R, *E-Governance Practices and Quality of Service Delivery through G2C in the Philippines.* In 2022 2nd International Conference in Information and Computing Research (iCORE), IEEE, 2022, pp 238-241

Lead City University DO NOT COPY

Pandey. J. K., *Public trust and collaborative e-governance performance: a study on government institutions and services.* Transforming Government: People, Process and Policy, 17(4), 2023, pp 510-531.

Parkhurst. J, *The politics of evidence: from evidence-based policy to the good governance of evidence*. **Taylor & Francis**, 2017.

Pennaforte. C. P., *World-systems analysis an introduction to the thinking of Immanuel Wallerstein*, 2023

Peters. B. G., *Institutional theory*. In Handbook on theories of governance (pp. 323-335). Edward Elgar Publishing, 2022

Pieterse. M, *How structural flaws contribute to the crisis in South Africa's municipalities.* The Conversation, August, 29, 2018

Pokhrel. K. P., *Governance and service delivery system in federal Nepal: a discourse on accountability and responsibility of province and local governments*. **Sociology International Journal**, 6(4), 2022, pp 190–196

Polanco-Levicán, Karina, & Sonia Salvo-Garrido, *Understanding social media literacy: A systematic review of the concept and its competences* **International Journal of Environmental Research and Public Health** 19, no. 14, 2022,

Ponti. B., A. Cerrillo-i-Martínez, & F. Di Mascio, *Transparency, digitalization and corruption. In Understanding and fighting corruption in Europe: From repression to prevention,* Cham: Springer International Publishing, 2022, pp. 97-126

Puni. A, & Anlesinya. A, *Corporate governance mechanisms and firm performance in a developing country.* **International Journal of Law and Management**, 62(2), 2020, pp 147-169.

Qiu. Y., & Chen. H., *A systematic review of the knowledge domain of institutional theory in construction project management.* Engineering, construction and architectural management, 30(6), 2023, pp 2523-2544.

Racovita. L., Diaconu. M., & Carbonero Muñoz. D., *Digital skills in social work education: a human rights issue?.* Social Work Education, 2024, pp 1-16.

Rafique. H, Almagrabi. A. O., Shamim. A., Anwar. F., & Bashir. A. K., *Investigating the acceptance of mobile library applications with an extended technology acceptance model (TAM).* Computers & Education, 145, 2020

Rahim. A. G., Oguntoyinbo. C. A., Obanla. R. O., & Aremu. N. S., *Transformative Potentials of E-governance: The intrinsic role of Information and Communication Technology in Reinvigorating Public Service Delivery in Nigeria. Convenant University Conference on e-Governance in Nigeria,* 2017, 65-79.

Rahman. M, *The Implementation of E-Governance Initiatives Plays a Crucial Role in Ensuring the Realization of a Digital Bangladesh.* **Journal of Public Representative and Society Provision**, 3(2), 2023, pp 78-88.

Lead City University DO NOT COPY

Rajeshwari. H, *Service Delivery Effectiveness Through E-Governance: A Comparative Study between Rural and Urban Karnataka*. **IOSR Journal of Business and Management,** 2278(487), 2018, 8-14.

Rasheed. S, & Ahmad. H, *Structural Functionalism in Shah Waliullah's Thought*. Shnakhat, 3(2), 2024, pp 61-74.

Rasul. I. & Rogger. D, *Management of bureaucrats and public service delivery: Evidence from the nigerian civil service.***The Economic Journal**, 128(608), 2018, 413-44

Rogge. M, *Bringing corporate governance down to earth: From culmination outcomes to comprehensive outcomes in shareholder and stakeholder capitalism*. Notre Dame JL Ethics & Pub. Pol'y, 35, 2021

Roy. J, *Digital government and service delivery: An examination of performance and prospects. Canadian Public Administration*, 60(4), 2017, 538–561.

Sadik-Zada. E. R., Gatto. A, & Niftiyev. I., *E-government and petty corruption in public sector service delivery.* Technology Analysis & Strategic Management, 36(12), 2024, pp 3987-4003.

Salisu. R., Adebiyi. A., & Alli. O., *Distance Learning and E-Learning in Non-Formal and Informal Education Among Local Communities in Lagos State, Nigeria*, 2021, pp 169-174.

Saliu. H. A., & Abdulrasheed. A. M., *Failed elongation of presidential term limits in Nigeria under Olusegun Obasanjo." In The Politics of Challenging Presidential Term Limits in Africa,* **Palgrave Macmillan,** Cham, 2020, pp. 171-203.

Samboma. T. A*., E-Government, A Tool for Service Delivery in Botswana's Local Authorities?* **Global Journal of Human Social Science,** 19(1), 2019, 1-7

Samson. O, *E-governance and bureaucratic corruption in Nigeria*. **International Journal of Public Policy and Administration**, 3(1), 2020, Pg 1-37.

Sekhar. K. S., *Digital Infrastructure Challenges for Techno-Entrepreneurs in Rural Areas: The Need for Capacity Building*. In Digital Transformation and Innovation in Emerging Markets, IGI Global, 2025, pp. 127-156

Sepasgozar. M. E., Ramzani. F. U., Ebrahimzadeh. U., Sargolzae. S, & Sepasgozar. S., *Technology acceptance in e-governance: A case of a finance organization.* **Journal of Risk and Financial Management**, 13(7), 138, 2020

Sewpersadh. N. S., *A theoretical and econometric evaluation of corporate governance and capital structure in JSE-listed companies.* Corporate Governance: **The International Journal of Business in Society**, 19(5), 2019, pp 1063-1081

Shankar. A, & Kumari. P, *A study of factors affecting mobile governance (mGov) adoption intention in India using an extension of the technology acceptance model (TAM)*. **South Asian Journal of Management**, 26(4), 2019, pg 71-94.

Lead City University DO NOT COPY

Sharma. S, Kumar Kar. A., & Gupta. M. P., *Unpacking Digital Accountability: Ensuring efficient and answerable e-governance service delivery*. In Proceedings of the 14th International Conference on Theory and Practice of Electronic Governance, 2021, pp. 260-269.

Sharma. S., Kar. A. K., Gupta. M. P., Dwivedi. Y. K., & Janssen. M., *Digital citizen empowerment: A systematic literature review of theories and development models.* Information Technology for Development, 28(4), 2022, pg 660-687.

Sharmin. S., & Chowdhury. R. H., *Digital transformation in governance: The impact of e-governance on public administration and transparency*. **Journal of Computer Science and Technology Studies**, 7(1), 2025, pp 362-379.

Shenkoya. T, *Can digital transformation improve transparency and accountability of public governance in Nigeria?.* Transforming Government: People, Process and Policy, 17(1), 2023, pp 54-71.

Sofyani. H, Riyadh. H. A., & Fahlevi. H., *Improving service quality, accountability and transparency of local government: The intervening role of information technology governance*. Cogent Business & Management, 7(1), 2020

Sule. M. J., Zennaro. M., & Thomas. G., *Cybersecurity through the lens of digital identity and data protection: issues and trends.* Technology in Society, 67, 2021

Sunam. G. B., & Shakya. S., *Security Issues and Solutions in Government to Citizens (G2C) Services–A Detailed Review*. In 2024 4th International Conference on Sustainable Expert Systems (ICSES) (pp. 502-507). IEEE, 2024

Tafadzwa. C. M., *Dissecting the Role of Good Governance in Enhancing Service Delivery: A Case of MNQUMA Municipality*. **Academy of Strategic Management Journal.** 21(3), 2022, 1-12

Tahamtan. I., & Bornmann. L., *The Social Systems Citation Theory (SSCT): A proposal to use the social systems theory for conceptualizing publications and their citations links*. Profesional de la información, 31(4), 2022

Terrance. M. T., *Assessing the e-readiness of e-government Implementation in South African Municipalities*. **Journal of African Film & Diaspora Studies (JAFDIS)**, 6(4), 2023

Tjahja. N, Meyer. T., & Shahin. J., *What is civil society and who represents civil society at the IGF? An analysis of civil society typologies in internet governance*. Telecommunications Policy, 45(6), 2021

Tukur. I. T., & Aguiyi. C. C., *Poor education, unemployment and national security in Nigeria.* **NIU Journal of Social Sciences,** 8(1), 2022, pp 187-197.

Udeh. C., Ezenwa. O. E. C., & Ovaga. O., *The Lopsided Appointments of Buhari's Administration; Federal Character Principle and National Integration in Nigeria.* **International Journal of Innovative Legal & Political Studies**, 11(2), 2023, pp 59-72.

Lead City University DO NOT COPY

Ufua. D. E., Emielu. E. T., Olujobi. O. J., Lakhani. F, Borishade. T. T., Ibidunni. A. S. & Osabuohien. E. S., *Digital transformation: a conceptual framing for attaining sustainable development goals 4 and 9 in nigeria.* **Journal of Management & Organization**, 27(5), 2021, Pg 836-849.

Ugada. M. O., Eze. F. O., & Olewe. B. N., *Effect Of e-Governance On Ict Skills Development In South East Nigeria (2015–2020).* **Caritas International Journal of Public Administration and Business Management,** 1(1), 2024

Ugo. M. J., & Ebiaghan. O. F., *Earning management, firm size and institutional ownership: evidence from Nigerian manufacturing firms.* **Finance & Accounting Research Journal**, 4(5), 2022, pp 310-323.

Umbach. G., & I. Tkalec, *Evaluating e-governance through e-government: Practices and challenges of assessing the digitalisation of public governmental services.* Evaluation and program planning, 93, 2022

Umemezia. E., & Edobor. K., *Security and economic development in Nigeria: A leadership perspective*, **Nigerian Academy of Management Journal** 14, no. 2 2019, Pg 104-109.

Umezurike. I. S, *Exploring the adoption of electronic medical records in primary health care centres in calabar municipality: the challenges and prospects of e-governance*. **Journal of Good Governance and Sustainable Development in Africa**, 6(2), 2021, Pg 70-80.

Vadivelu. V., *Strengthening Public-Sector Governance in India 1. In Institutions and Public Policy for India's Sustainable Development*, Routledge India, 2024, pp. 94-116

Van Popering-Verkerk. J, Molenveld. A., Duijn. M., Van Leeuwen. C., & Van Buuren. A., *A Framework for governance Capacity: A broad perspective on steering efforts in society*. Administration & Society, 54(9), 2022, pp 1767-1794.

Verma. S. K., Singh. V., & Bharti. A. K., Computational Model for Visualization of Risk, Challenges and Barrier in Implementation of e-Governance in Nepal. Journal of Optoelectronics Laser, 41(8), 2022, 783-789.

Viana. A. C. A., *Digital transformation in public administration: from e-Government to digital government***. International Journal of digital law,** 1, 2021, pp 29-44.

Vikhoreva. M. V., Yu. N. Malanina, & Ogloblin. V. A., *Sustainable development of the territory. Concept foundation,* In European Proceedings of Social and Behavioural Sciences EpSBS, 2020, pp. 1668-1677.

Virginia. O., *E-governance and teachers recruitment in Anambra state schools system: The Soludo experience.* **International Journal of Political Science and Governance,** 2023

Lead City University DO NOT COPY

Vitalis. P. O., Aondover. E. M., Ogunbola. O., Onyejelem. T. E., & Ridwan. M., *Accessing Digital Divide and Implications in Nigeria: The Media Dimension*. **Budapest International Research and Critics Institute-Journal (BIRCI-Journal),** 8(1), 2025, pp 1-12.

Walter. E, *Electronic Governance and Service Delivery in Selected Ministries in Ebonyi State*. **Social Science Journal**, 3, 2019, 2581-6624.

Wardiyanto. B., Setijaningrum. E., Samad. S., & Kandar. A. H., *Mending the mismatch of minds and mandates: reimagining competency-centric public service delivery in Bojonegoro Regency, Indonesia*. Cogent Business & Management, 12(1), 2025

Wasilah. S, *Education in a Functional Structural Perspective and Conflict Regarding Social Relations in Society.* JUPE: Jurnal Pendidikan Mandala, 8(3), 2023, pp 902-909.

Waweru. N, *Business ethics disclosure and corporate governance in Sub-Saharan Africa (SSA)*. **International Journal of Accounting & Information Management**, 28(2), 2020, pp 363-387.

Williams. C. C., *Theorising an E-government Approach Towards Formalising the Informal Economy. In Formalization of the Informal Economy: An e-Government Approach* Cham: Springer Nature Switzerland, 2023, Pg pp. 21-56

Wirtz. B. W., Daiser. P, & Binkowska. B, *Integrated model of E-Participation.* In Global Encyclopedia of Public Administration, Public Policy, and Governance, Cham: Springer International Publishing, 2023, pp. 6835-6839

Yakubu. Y, *Contextual challenges of planning and implementing e-governance in Nigeria*. **International Journal of Current Innovations in Advanced Research**, 2019, Pg 1-5.

Yankson. E, *Inter-governmental partnerships and global governance. In Partnerships for the goals*, Cham: Springer International Publishing, 2021, pp. 636-646

Yusuf. S., & Ibrahim. M. A., *Educational Services in Nigerian Universities: Prospect, Challenges and Way Forward*. **fuoye journal of educational management,** 1(1), 2024

Zainal. A. A., *"Good governance of zakat institutions: A literature review*." **Journal of Southwest Jiaotong University** 55, no. 2, 2020

Zeebaree. M, & Aqel. M, *A weight-analysis technique of existing research on e-government implementation challenges in developing countries.* **Journal of Optimization in Industrial Engineering,** 14(Special Issue), 2021, pp 135-152.

Zhang. M., & Bhattacharjee. B., *Evaluating The Impact of E-Governance on Public Service Delivery: A Case Study of Bangladesh.* **Malaysian Journal of Social Sciences and Humanities (MJSSH**), 9(9), 2024.

Zhang. Y., & Kimathi. F. A., *Exploring the stages of E-government development from public value perspective.* Technology in Society, 69, 2022

Lagos City University DO NOT COPY

Zurba. M, & Papadopoulos. A., *Indigenous participation and the incorporation of indigenous knowledge and perspectives in global environmental governance forums: a systematic review*. Environmental Management, 72(1), 2023, pp 84-99.

Lead City University DO NOT COPY

Appendix

Questionnaire

Questionnaire on the E- Governance and Public Service Delivery in Selected Educational Districts of Lagos State (2019-2024)

Section A: Demographic Information

1. What is your role in the education sector?
    a. Teacher
    b. Student
    c. School Administrator
    d. Other (please specify)
2. Which education district are you in?
    a. District 3
    b. District 6

Section B

3. E-governance has significantly improved the efficiency of public service delivery in my education district.
    a. Strongly Disagree
    b. Disagree
    c. Agree
    d. Strongly Agree

4. The implementation of e-governance has made the education system more transparent.
    a. Strongly Disagree
    b. Disagree
    c. Agree

Lead City University DO NOT COPY

d. Strongly Agree

5. E-governance has helped in reducing bureaucratic delays in processing administrative tasks (e.g., teacher postings, student records).

a. Strongly Disagree
b. Disagree
c. Agree
d. Strongly Agree

6. I frequently use e-governance platforms for accessing public services related to education.

a. Strongly Disagree
b. Disagree
c. Agree
d. Strongly Agree

7. E-governance has improved accessibility to public services for all stakeholders (teachers, students, administrators).

a. Strongly Disagree
b. Disagree
c. Agree
d. Strongly Agree

8. E-governance has enhanced accountability among school administrators and education officials.

a. Strongly Disagree
b. Disagree

Lead City University DO NOT COPY

c. Agree

d. Strongly Agree

9. I am satisfied with the services provided through e-governance platforms in my education district.

a. Strongly Disagree

b. Disagree

c. Agree

d. Strongly Agree

10. The response time for public service requests has improved with the implementation of e-governance.

a. Strongly Disagree

b. Disagree

c. Agree

d. Strongly Agree

11. The lack of infrastructure (computers, internet access) is a major barrier to the adoption of e-governance in my education district.

a. Strongly Disagree

b. Disagree

c. Agree

d. Strongly Agree

12. There is resistance to change among teachers and administrators regarding the use of e-governance platforms.

a. Strongly Disagree

Lead City University DO NOT COPY

b. Disagree

c. Agree

d. Strongly Agree

13. Digital illiteracy among some education stakeholders is hindering the effective use of e-governance.

a. Strongly Disagree

b. Disagree

c. Agree

d. Strongly Agree

14. Financial constraints affect the implementation and sustainability of e-governance systems in the education sector.

a. Strongly Disagree

b. Disagree

c. Agree

d. Strongly Agree

15. E-governance has helped bridge the gap between privileged and underprivileged schools in terms of access to public services.

a. Strongly Disagree

b. Disagree

c. Agree

d. Strongly Agree

16. The e-governance system is inclusive and considers the needs of people with disabilities (e.g., visually impaired students, teachers with special needs).

Lead City University DO NOT COPY

a. Strongly Disagree

b. Disagree

c. Agree

d. Strongly Agree

17. The implementation of e-governance has improved communication between teachers, students, and administrators.

a. Strongly Disagree

b. Disagree

c. Agree

d. Strongly Agree

18. More efforts should be made to ensure that e-governance policies are inclusive and accessible to all stakeholders in education.

a. Strongly Disagree

b. Disagree

c. Agree

d. Strongly Agree

Lead City University DO NOT COPY

Bio-data

A. Personal Data

Full Name:	Maharufudeen DEHINSILU-ISA
Address:	17, Alhaji Ibrahim Street, Abule Parapo, Awoyaya, Ibeju- Lekki. Lagos State
Email:	dehinsilu2@gmail.com
Telephone Number:	07016120122
Date of Birth:	3rd May 1975
Place of Birth:	Bariga, Lagos
Nationality:	Nigerian
Next of Kin:	Kubura Kemisola OWOKONIRAN- DEHINSILU
Address:	17, Alhaji Ibrahim Street, Abule Parapo, Awoyaya, Ibeju- Lekki. Lagos State

B. Educational Background

Educational Institutions Attended with Dates and Qualifications

PhD Public Administration	Lead City University Ibadan	In View
MSC Political Science	University of Lagos	2010
MPA Public Administration	University of Lagos	2015
BSc (Ed) Political Science	University of Ado-Ekiti	2006
West Africa Examination Council		1995/2012

C. Working Experience with Date

Lagos State Teaching Service Commission (Education District 3) Chief Education Officer	2008- Date
Adjunct Lecturer University of Lagos (Distance Learning Institute)	2013- 2024
Facilitator National Open University of Nigeria. Mac Carthy Study Center, Obalende, Lagos	2014-2018

Lead City University DO NOT COPY

Adjunct Lecturer Lagos State University (Epe Campus) 2021- Date

D. Awards and Fellowships

Nil

E. Membership of Academic and Professional Bodies

Teachers Registration Council of Nigeria (TRCN)

Member, Chartered Institute of Personnel Management of Nigeria (CIPM)

Member of Nigeria (Football) Referee Association. (NRA)

F. Publication(s)

1. Maharfudeen Dehinsilu-Isa & Akeem Amodu, *Assessing the Effectiveness of E-governance in Enhancing Transparency in Public Service Delivery in Lagos State's Education Districts*, **Journal of African Resilience & Adv. Research,** Vol. 9(2), 2025, pp. 13-25.

2. Maharfudeen Dehinsilu-Isa & Akeem Amodu, *E-Governance and Transformation of Education: Bridging the Digital Divide in Lagos State,* **Journal of Contemporary Education Research,** Vol. 9(8), pp.16-28

G. Major Conferences Attended with Dates

Nil

H. References

Prof. Lukumon Addition
University of Lagos
Department of Geo- Physic
08034739175

Dr Modupe Albert
Department of Politics and International Relations
Lead City University, Ibadan
+2348132552540

Lead City University DO NOT COPY

The University Compliance Certification

This is to certify that, this thesis written by Maharafudeen DEHINSILU-ISA, matriculation number LCU/PG/001549 in the Department of Politics and International Relations in the Faculty of Management and Social Sciences, Lead City University, Ibadan is in full compliance with the approved University format and style.

_____ _____

Signature **Date**

Lead City University DO NOT COPY