

## **Chapter One**

### **Introduction**

#### **1.1 Background to the Study**

Governance is an organized way of managing and improving the wellbeing of citizens, thereby making lives desirous and accessible. It is also seen a responsibility of those in the position of authority to effectively the development reaches every citizen. In broader perspectives, many scholars and researchers posit governance in different views. However, Governance includes two specific aspects: the process by which authority is exercised in the management of a country's economic and social resources (integrity efficient management) and the capacity of a government to design, formulate, and implement policies and discharge its functions<sup>1</sup>.

Fundamentally, Good governance is essential for sustaining economic transformation in developing countries. However, many developing countries currently lack the capacity, as opposed to the will, to achieve and then sustain a climate of good governance<sup>2</sup>. Good governance encapsulates values such as enhanced participation, transparency, accountability, and public access to information. It also helps to combat and secure both basic human rights and the rule of law. Such values are often associated with Western liberal democratic political institutions but are now increasingly sought within existing national institutions in diverse political contexts<sup>3</sup>.

Consequently, good governance is the existence within states of political accountability, bureaucratic transparency, the exercise of legitimate power, freedom of association and participation, freedom of information and expression, sound fiscal management and public financial accountability, respect for the rule of law, a predictable legal framework encompassing an interdependent and credible justice system, respect for human rights, an active legislature, enhanced opportunities for the development of

pluralistic forces including civil society, and capacity development<sup>4</sup>. “The socio-economic and political activities of the government should take into cognizance the importance of service delivery and strong administration that will promote public participation in the decision-making process and developmental issues”<sup>5</sup>.

E-GOVERNANCE. Which means 'electronic governance' It is using information and communication technologies (ICTs) (such as Wide Area Networks, the Internet, and mobile computing) at various levels of the government and the public sector and beyond, for the purpose of enhancing governance. E-governance raises the transparency, accountability, efficiency, effectiveness, and inclusiveness in the governing process in terms of reliable access to the information within government, between government, national, state, municipal, and local level governments, citizens, and businesses

Since Nigeria independence in 1960, it has been the desire of all successive government to provide effective and efficient services to the people. As a result of this, government has undertaken various administrative reforms so as to restructure government operations for effective service delivery, despite these efforts; service delivery in Nigeria is still abysmally poor<sup>6</sup>. Many advanced countries of the world have strived to provide efficient service delivery architecture that meets the yearning of the people. Some have adopted New Public Management Approach, while others have deployed technology to ease the process of accessing services. However, various metaphors have been used to conceptualize the day to day running of government business. The deployment of technology to drive service delivery has been christened electronic-government, electronic-governance, and electronic-commerce and so on. It is a technology that encompasses Telephone, Computer and Internet<sup>7</sup>. E-governance was pioneered by Lagos state under the administration of Bola Ahmed Tinubu between

1999 and 2007 and all his successor have built on his foundation and use it to drive governance and provide effective service delivery from all the state ministries.

All over the world, Information and communication technology (ICT) has been used to enhance efficiency and effectiveness in diverse governmental sectors. And electronic governance uses ICT to enhance and simplify societal growth, delivery of public service, and the business aspects of government<sup>8</sup>. Electronic Government is the use of information and communication technology in government businesses through promoting government's role in delivering services. E-governance is also conceptualized as the use of internet technology (IT) as a mechanism for exchanging information that can enhance business transactions among citizens and various agencies of government. One criticism leveled against this approach to service delivery is that, in spite the huge investment in Information and Communication Technology ICT in Nigeria by the government, service delivery is still abysmally low, when juxtaposed with other Africa countries with low ICT investment<sup>9</sup>.

Globally, e-governance or e-government services began in in United State of America in 1998, when government came up with the idea of eliminating paper work by the then US president Clinton in 1997. They, therefore, started developing a system that will eliminate the use of paperwork by the year 2000. Currently, the government is entering a new phase of implementing web 2.0, which is beyond the concept of e-governance. Even among countries which are doing well on e-governance there are different countries which lead on different parameters. When we compare Taiwan and USA on e-governance front US leads in online citizen participation while Taiwan score better in bridging the digital divide and utilizing mobile networks<sup>10</sup>.

In developing countries such as Nigeria, E-governance is the foundation for the much needed accelerated development these economies so desperately need by way of Foreign Direct Investment. These benefits include improved efficiency, increase in transparency and accountability of government functions, convenient and faster access to government services, improved democracy and lower costs of administrative services<sup>11</sup>. In Nigeria, e-governance policy came into the Nigerian administrative lexicon in the year 2000 when the then announced the National Policy on Information Technology. This move was to set the stage for the public sector to plan, develop and promote the use of information technology in the endless quest of trying to improve on their problematic service delivery<sup>12</sup>.

The importance of an effective taxation system in a country cannot be overstated. Virtually, every government of the world has tax receipts representing the lion share of their generated revenues. Problems of tax administration such as tax evasion and tax avoidance which seems to have defied solution have continued to pose a nagging problem to the tax system in Nigeria. While some authors have blamed the situation on tax authorities for not living up to expectation with regards to utilizing tax returns to better the lives of the masses, others attribute it to the non-challant and unpatriotic attitude of tax payers<sup>13</sup>.

E-governance implementation in Nigeria can only be effective if the effort made by the stakeholders' right from initiation stage, monitoring, evaluation, recommendation, regulation to the successful utilization is acknowledged. Therefore, the stakeholders' willingness, effort and ability to actualize the impact of e-governance had significantly, improved public service delivery in Nigeria. For the purpose of this research, the extant literature related to stakeholders in the e-governance and public services topics ranging

from the importance of their involvement in service delivery and policy and decision making processes<sup>14</sup>.

An ineffective public service constitutes a great barrier between the government and the people and denies the citizens the privilege to enjoy socio-economic development. Further than that, it has a fundamental implication in widening citizens-government relationship and declining public trust<sup>11</sup>. Many public sector reforms have been carried out to correct this menace, but they do not significantly impact on the service delivery to the people due to corruption, bureaucratic bottlenecks, politically motivated reforms, disconnection between policy actors and the people among other reasons<sup>15</sup>.

Nigeria, despite its huge population and the abundant natural resources including an impressive Gross Domestic Product (GDP), more often referred to as the “giant of Africa”, the level of public service delivery remains a big disappointment. Therefore, as a result of the failed reforms carried out by the public sector in the past which have had little impact in the delivery of public services to the citizens, as well as the global trend of ICT, the government saw the need to venture into e-government which will focus on reorganizing the administrative bureaucracy as well as transform service delivery. This is because of the potential of ICT which has been introduced into the private sector and has transformed its operations. Similarly, ICT in public service delivery has been seen to work in developed countries as well as some developing countries such as South Africa, Malaysia, South Korea, India<sup>16</sup>.

E-government has been viewed as an institutional mechanism to spur efficiency, effectiveness and equity in the public sector in order to attain improved public service delivery. The use of ICT for service delivery has gained considerable attention in both academic and professional writings lately. Therefore, Nigeria adopted e-government

with the establishment of National Information and Telecommunication Agency (NITDA) and the enactment of the National Information Technology Policy<sup>17</sup>. The implementation was made possible with ICT revolution which started in the early 2000s. The objective was to place government services online to enable efficiency, effectiveness, transparency and accountability. Since its adoption, some government services can now be accessed online such as the application for e-passport, processing of driver's license, registration of National Examinations such as Joint Admission and Matriculations Board examinations, filing of tax returns, registration for National Identity Cards etc<sup>18</sup>.

## **1.2 Statement of the Problem**

Technology revolution had brought sanity into the system of governance not only in Nigeria but globally, the automation of public service via electronic channels is seen as an avenue for better public service in Nigeria. Consequently, the non-usage of ICT facilities in public service which has a direct linkage with non-availability of some infrastructural facilities like non-access to internet services, power generation failure, technological knowhow, and so on affected the level of implementation and compliance with e-governance principle. These and many more had negatively slow down the implementation of e-governance in Nigeria.

The importance and impact of e-governance on public service delivery cannot be over emphasized, nor can it be downplayed. In fact, the benefit of e-governance to the operation of Nigeria's public service is not in doubt. E-governance in Nigeria can be traced to the formulation of the Nigerian National Information Technology (NNIT) policy in the year 2000. The essence of the policy was to make Nigeria an Information Technology (IT) capable country in Africa and a key player in the information society

and also use IT for education; creation of wealth; poverty eradication; job creation; governance; health; agriculture (NITP, 2000). Despite the lofty ideas and aims of the policy which were geared towards ensuring that public sector organisations provide an expanded range of services to citizens in a manner that is systematic and cost effective leveraging on the adoption of Information and Communication Technology (ICT) in its day to day activities.

Some empirical investigations have observed that the public sector, can benefit more from the positive impact of e-government, it doesn't only help in the reorganization of the internal bureaucracies but also ensure effectiveness, efficiency and equity in the delivery of services. Based on the foregoing, Nigeria has a lot to gain from the potential of e-government; however, the implementation has not reached optimum capacity to generate that full multiplier effect in the public sector reform. Although e-government is growing in Nigeria in a slow but steady fashion, the emergence of General System for Mobile communication(GSM) network in 2001 contributed to the economic growth of the country. According to the Nigerian Communication Commission (NCC), the tele density of the country is growing at a tremendous rate

Based on the E-government Development Index of United Nations Development Economic and Social Affairs (UNDESA), Nigeria scored 0.4406 and ranked 141 globally in the lower middle class with the likes of Kenya, Maldives, Iran, and Indonesia. Therefore, over twenty years into the adoption of e-government for the delivery of public services, it becomes imperative to highlight issues and challenges facing e-government and e-public service delivery in Nigeria.

This study interrogates e-governance and service delivery in Oyo State Ministry of Works and Housing. Previously, a good number of scholarly literatures exist on e-governance and service delivery in Nigeria with case studies from Independent

Electoral Commission (INEC), Joint Admission Matriculation Board (JAMB), the finance and economic sector, tertiary institutions and several States public services among others, contributing substantially to the debate on e-governance and service delivery. However, none have diachronic study how e-governance has enhanced service delivery in Oyo State public service in recent years, specifically relating to the Oyo State Ministry of Works and Housing. Hence, the need

### **1.3 Aim and Objectives of the Study**

The aim of this study is to examine the e-compliance of the Oyo State Ministry of Works and Housing for the purpose of e-governance and investigate the impact of e-governance on the service delivery. The objectives of the study are to:

- i. determine if the adoption of e-governance aids record keeping/tracking of events in Oyo State Ministry of Works and Housing.
- ii. examine the extent at which the adoption of e-governance encourages accountability and transparency in Oyo State Ministry of Works and Housing.
- iii. determine if the adoption of e-governance reduces operational and transactional costs in Oyo State Ministry of Works and Housing.
- iv. find out if there are factors militating against the use of e-government for service delivery in Oyo State Ministry of Works and Housing.

### **1.4 Research Questions**

- i. To what extent has the adoption of e-governance aids record keeping/tracking of events in Oyo State Ministry of Works and Housing?
- ii. How has the adoption of e-governance encouraged accountability and transparency in Oyo State Ministry of Works and Housing?

- iii. To what extent the adoption of e-governance reduces operational and transactional costs in Oyo State Ministry of Works and Housing?
- iv. What are the factors militating against the use of e-government for service delivery in Oyo State Ministry of Works and Housing?

### **1.5 Scope of the Study**

The core intention of e-governance is to allow the public sector to provide citizens with information based on their needs. Along the lines of the connotation, this study has focused on e-governance in public service delivery. The geographic scope of the study is the Oyo State Ministry of Works and Housing. The thematic scope of the research is to assess the prospects and challenges of e-governance in public service delivery systems in land administration of Ibadan Metropolis. The study analyses the quality of public service delivered by e-governance progression based on its indicators. In addition, the level of citizen satisfaction has been framed under the research and it's compared with the traditional style of governance. Lastly, the research intended to identify the challenges and puts the solutions for the obstacles of e-governance in serviced delivery.

### **1.6 Significance of the Study**

The study will make contributions for effective and efficient service delivery in the Oyo State Ministry of Works and Housing. The study seeks to identify the prospects and challenges of e-governance in land administration and projects development. The administration officials of the Oyo State Ministry of Works and Housing will become aware of the status of e-governance as well as they will be clear what challenge and prospects of e-governance in their office. Once they are aware of the above issue they

will strive to bring a better e-governance implementation in their office to bring a better service delivery to their service recipients.

The academic significance of the study can be described as an input to professionals and other individuals who needs to conduct further studies to inspect and propose better and novel ideas to the improvement of land administration service delivery mechanisms. The study will benefit land administration offices, customers, and other governmental organizations use of this study to bring a better communication mechanism and to bring a better interaction.

### **1.7 Limitation of the Study**

This researcher encountered some constrains in several ways in the course of writing this research. There were difficulties in accessing relevant data, some important documents, and articles to the field of study for proper studying were not easy to access. Where they are available, they could not be borrowed or taken away to study. Most of these documents were thus, used at the premises and searched for online.

However, the above limitations did not in any way affect the integrity and completion of this study, and the resources available were sufficient in arriving at the conclusion.

### **1.8 Operational Definition of Terms**

**E-Governance:** This is the use of information technology to raise the quality of the services governments deliver to citizens and businesses. It is hoped that it will also reinforce the connection between public officials of the Oyo State Ministry of Works and Housing and communities thereby leading to a stronger, more accountable and inclusive democracy.

**E-Service Delivery:** This refers to providing government services through the internet or other electronic means in the Oyo State Ministry of Works and Housing.

**Governance:** Governance is the process of interactions through laws, norms, power or language of an organized society over a social system. It is done by the government of a state, by a market, or by a network. Governance in this study, means the interaction between the society and the staff of Oyo State Ministry of Works and Housing.

**Ministry:** Ministry in this study connotes the Oyo State Ministry of Works and Housing.

**Service Delivery:** This is a business framework that supplies services from a provider to a client. It also includes the constant interaction between the two parties during the duration of the time in which the provider supplies the service and the customer purchases it.

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## Endnotes

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## **Chapter Two**

### **Literature Review**

#### **2.1 Conceptual Review**

##### **2.1.1 Definitions of E-Government**

The prevailing ideas were “e-government”, “electronic government”, and “people online instead of in line”. In that time, there were emergence of Internet and developments in processing capacity and data storage. This fact has significantly altered the environment for ICT use across society and in government<sup>1</sup>. E-government means electronic-governance and the word ‘electronic’ denotes the use of technology in the system of governance. Therefore, e-governance is the application of Information Communication Technology (ICT) for effective and efficient service delivery, exchange of information, communication transactions, integration of various stand-alone systems and services between government-to-citizen (G2C), government to-business (G2B), government-to-government (G2G), and government-to-employees (G2E) as well as back-office processes and interactions within the entire government framework<sup>2</sup>.

E-governance is the application of Information and Communication Technology (ICT) to assist the government for efficient and meaningful delivery of government services<sup>3</sup>. E-governance is a concept larger than the concept of e-government since it can bring about a change in the way how citizens relate to government and to each other<sup>4</sup>. Indeed, e-governance embodies new concepts of citizenship, both in terms of citizen needs and responsibilities. Its objective is to engage, enable and empower the citizen. E-government has several meanings<sup>5</sup>.

One narrow definition focuses only on Internet applications inside government. However, narrow definition sometimes is expanded to include the use of the Internet in restructuring government-citizen interactions and related political relationships<sup>6</sup>.

Abroad definition looks at e-government as the use of ICT to strengthen government performance in areas such as more effective and more efficient provision of services, opening new channels for people to access government and official information, and making government more accountable to its citizens. e-Government as the use of information and communication technologies (ICTs) in the public sector to improve its operations and delivery of services<sup>7</sup>. Government organizations have public functions that are of general interest to citizens and businesses. While exercising their tasks like research, policy making, policy execution, democratic control, communication with the citizens, and internal administrative processes, information emerges<sup>8</sup>.

E-government as the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government. E-government therefore involves using ICTs to transform both back-end and front-end government processes and provides services, information and knowledge to the public<sup>9</sup>. It has the potential to help build better relationships between government and the public by making interaction with citizens smoother, easier, and more efficient.

Indeed, government ministries report using electronic commerce to improve core ministries operations and deliver information and services faster, cheaper. Wide range of information technologies, such as the Wide Area Networks, Internet, and Mobile Computing, are used by e-computing to transform government operations through the ministries in order to improve effectiveness, efficiency, service delivery and to promote democracy<sup>10</sup>.

The main aim of e-government is the changing of relationship between service provider and the stakeholders/citizens but it is not about putting a few computers or developing a

website for distributing information<sup>11</sup>. To offer better services among governmental bodies, citizens, business, employees' internet or web-based network which is the major component of communication technology are used by several governments. E-government is possible "solution" to some government problems which is administrative problems like bureaucracy and lack of accountability. In reducing organizational layers and in re-engineering business process in the sectors such as public administration area e-government technology has been used<sup>12</sup>.

E-government is defined as a government that applies ICT to transform its internal and external relationships. E-Government is a complex socio-technical system in which heterogeneous stakeholders are interactively entangled to fulfill their best interests in providing services to the country's citizens. E-Government is the use of Information and Communication Technology (ICT) to transform government by making it more accessible, effective and accountable<sup>13</sup>. An e-government is an inclusion of all applications of information and communication technologies that improve efficiency, effectiveness, transparency, and accountability of daily administration of government. e-government is a system where there is effective provision of public services via information and communication technologies. It also implies electronic transaction between the government and other actors such as citizens or businesses in society through new technologies including the internet<sup>14</sup>. However, some of the adopted e-Government definitions are too narrow, which results in inadequate interpretations of its objectives.

Several classification schemes of the e-government implementation and development steps have been used by scholars and practitioners worldwide. There are five stages of E-Government<sup>15</sup>. The first stage is One-way communication- basic website. In this stage the sites serve as a public information source, static information on the

government is provided. The second stage is two-way communication enhanced website. At this stage the access to specific information is regularly updated; a central government homepage may act as a portal to other department sites; useful documents may be downloaded or ordered online; search features, e-mail and areas for comments are accessible<sup>16</sup>. The third stage is interactive web presence. At this A National government website frequently acts as a portal; users can search specialized databases; forms can be downloaded and/or submitted online and secure sites and passwords begin to emerge.

The fourth stage is portal personalization. At this point the users will be able to conduct complete and secure transactions online; the government website will allow users to customize a portal in order to directly access services based on specific needs and priorities and sites will be ultimately secure. The last stage is fully integrated portal. It is in this stage whereby the country provides all services and links through a single portal; no defined demarcation between various agencies and departments; all transactional services offered by government will be available online<sup>17</sup>.

ICT allows a government's internal and external communication to gain speed, precision, simplicity, outreach and networking capacity, which can then be converted into cost reductions and increased effectiveness - two features desirable for all government operations, but especially for public services. ICT also enables 24/7 usefulness, transparency and accountability, as well as networked structures of public administration, information management and knowledge creation. In addition, it can equip people to participate in an inclusive political process that can produce well-informed public consent, which is, increasingly, the basis for the legitimacy of governments<sup>18</sup>. e-Government being facilitated by offers a host of transformation

capabilities ranging from radically shrinking communications and information costs, maximizing speed, broadening reach, to eradicating distance.

Governments in the developing world have been under considerable international and national pressure to review and update their processes. On further notes donors and governments in the developed world have continuously urged governments of developing countries to increase transparency, support decentralization, decrease corruption and participate in global digital information sharing. The private sector has also echoed the call of developed countries by demanding more openness and willingness to participate in transparent relationships, and citizens are asking their governments to provide better, faster services and to extend their information and service offerings to rural areas<sup>19</sup>. As a result of these pressures, governments in the developing world have been challenged to change more than ever before.

However, there are key challenges being faced in the implementation of ICT which consist of: the development of information and communications infrastructure; human resources development and employment creation; the current position of developing countries in the world economy; and insufficient legal and regulatory frameworks and government strategy. Corruption is an added challenge; especially where the developing country's political landscape is characterized by political elite who influence the direction of ICT initiatives<sup>20</sup>.

The definition of e-governance cannot be complete without understanding the meaning of governance. The term governance was derived from an ancient Greek word, *kebernon*, which means to steer. Governance as "a government's ability to make and enforce rules, and to deliver services, regardless of whether that government is democratic or not"<sup>21</sup>. Hence, governance implies the exercise of power in order to steer

the social systems and the process by which business or government agencies exercise control over the citizens. Also, governance is regarded as a system and process of ensuring the overall direction, effectiveness, supervision and accountability of organisations<sup>22</sup>.

Again, governance can be viewed as “The sound exercises of political, economic, and administrative authority to manage a country’s resources for development. It involves the institutionalization of a system through which citizens, institutions, organizations, and groups in a society articulate their interests, exercise their rights, and mediate their differences in pursuit of the collective good”<sup>22</sup>. However, governance may be defined, the aim is to achieve the same objectives with that of good governance, because governance in the context of promoting sustainable economic development should comprise of efficiency and effectiveness and a successful public sector. Thus, good governance can be viewed as an application of economic, political, and administrative authority to improve better the activities of a country at all levels<sup>23</sup>.

The rate at which government adopts e-governance in government operations is on the increase. This is as a result of the global call to reform the public sector for the purpose of improving service delivery. E-governance became visible in Nigeria in the 1990s, at the arrival of democratic government when government websites were developed to facilitate communication<sup>24</sup>. Since then, more policies have been introduced by the federal government to encourage the use of ICT to create awareness among the citizens and to run government businesses. The above definitions of e-governance have a central theme which remains that e-governance involves the use of information technology to improve service delivery to the citizens and government agencies by enhancing faster communication between government and the citizens. Therefore, the characteristics of good governance can be summarized thus:

1. Facilitate the circulation and implementation of government programmes
  - ii. Facilitating the flow of information from government to the citizens
  - iii. Increase transparency and accountability which has resulted in a drastic reduction in corruption.
2. Improves efficiency by reducing bureaucratic bottlenecks experienced government operations.
3. Sustains the security of lives and properties of citizens to a large extent.
4. Improves service delivery especially through the interdepartmental exchange of information and the merging of related agencies and ministries,
5. Reduces the cost of transaction, manpower, time, and space needed for good governance.
6. Strengthens government ability to deliver services and expand citizens' participation in governance.
7. Helps in achieving development especially in relation to government operations by introducing new concepts of e-governance.
8. Reduces corruption by promoting transparency, opening government data to public scrutiny, and by automating government processes, restricting discretion of officials and limiting citizens' interaction with gatekeepers to access key services<sup>25</sup>.

### **2.1.2 Some Scopes of E-Governance**

The areas, aspects, or scope of e-governance, revolve around e-registration, e-participation, e-taxation, e-mobilization, e-education, e-service delivery, e-feedback, e-policing, e-planning, e-debate and analyses of public financial statements.

## 1. E-Governance in Education Sector

In a democratic society such as Nigeria, civic education is bedrock through which sustainable democracy could be realized. This involves information relating to citizen's democratic exercises such as voting eligibility and sensitization towards citizen's political rights<sup>26</sup>. The adoption of internet facilities may enhance the actualization of these various programmes that may benefit the citizens at the grassroots level in Nigeria. Democracy requires two-way communication as well as information, at regular intervals beyond elections, so that political leaders receive feedback and maintain contact with the grassroots. Many commentators who advocate 'strong' or 'direct' democracy commonly argue that these functions are not well served by e-governance, and this criticism has some value if judged by government websites alone. The opportunities for 'bottom up' interactivity in communicating with official departments are far fewer than the opportunities to read 'top down' information<sup>27</sup>.

Recruitments and examinations in schools, ministries, departments, and parastatals are electronically done. Candidates apply online; write examination online via buying well secured scratch cards and their scripts marked electronically. Within days' results of examinations are out and candidates told his fate. The practice was not like that before now; they were slow, esoteric, and manipulatable due to excessive involvement of personnel rather than machines<sup>28</sup>. This process also nips in the bud inconsistencies associated with age and other academic claims by candidates, issues very essential for recruitments. In each recruitment exercise especially into Nigerian Armed Forces, so many candidates are rejected or recruitment offer withdrawn because of phantom claims that contradicted regulations associated with the recruitments which are noticed due to employment of e-governance<sup>29</sup>.

ICT can be used to extend access to education delivery techniques, to support the ongoing professional development of workers and facilitate education-related data collection and processing efforts in ways previously not possible. ICT infrastructure can provide a fundamental building block upon which whole sets of knowledge and information service and activities can be enabled<sup>30</sup>. The emergence of ICT tools offers new opportunities to develop some of the critical early literacy skills, the development of which is ICT has broken the barrier of distance and location experienced by researchers which use to impede the growth of formal education<sup>31</sup>.

## **2. E-Participation and Mobilization**

Following the level of insecurity in the urban centres, there is every need that there should be decentralization of urbanization derivable from the nature of prevention, which requires proximity actors in order to be implemented. It will empower the local authority to act in ameliorating insuring problem in the municipal areas. According to scholars, there would be an end of everything if the same person or body, whether of the nobles or of the people, were to exercise all three powers and everything is fused in the centre. Obviously, a central government, by definition is distant from the reality of cities and the various challenges of the people of the various neighbourhoods<sup>32</sup>.

When decentralization takes place, the local authority will be encouraged to implement security policies as governments can be closer to citizen's needs and even more importantly, the people will be prepared to better understand their municipality and what is going on within it. Proximity is not only political. It is cognitive. Participation in local affairs becomes paramount in democratic society; e-governance promotes citizen's participation while the elected representative becomes more accessible through the provision of information communication technology<sup>33</sup>.

The modern system of communication encourages citizens to be involved in the local decision making. Successful e-governance mechanism can only operate through strong private and public participation. Trust and accountability will play a vital role in converting the potential to reality. Awareness is pivotal to create such participation, yet literacy plays an important role in obtaining it. ICT will provide that enabling environment<sup>34</sup>.

### **3. E-Consultation**

The programmes of government become informative through the application of ICT at the grassroots level. When the activities of government are widely and popularly disseminated, it makes the citizens informed on the various programmes provided for the sustainable grassroot development. Scholars corroborates this argument that the increased availability of political information using e-governance is envisioned to improve participatory democracy<sup>35</sup>. The publication of information on the local policymaking process such as those that could be found in the minutes of meetings of the City Council, the city's legislative body, promotes accountability of elected officials to their electorate, thus enhancing their representative role. For the citizens, information on both the process and the outcome (resulting ordinances) may raise their appreciation of the policymaking process, including the role of their elected officials, which may, in turn, increase their participation in the selection of local leaders<sup>37</sup>. Consulting citizens through online polls and surveys facilitates direct feedback that could raise the quality of decision making and help promote partnership.

### **4. E-Policing**

Security of lives and properties is the primary responsibility of any responsible government all over the world. Therefore, e-policing could be a platform for citizens to

alert the security agency of the major issues related to security anywhere in the society and this will also facilitate adequate feedbacks<sup>38</sup>. After being aware of the security situation in an area (urban centre), the next step to take is community policing, empowered by e-governance, where every individual uses electronic apparatus watch over criminals who may come to perpetrate any criminal activity in people's vicinities: homes, workplaces, street, worship centres and their environs. Be that as it may, the application of ICT/electronic system could be very beneficial in the security of lives and property of the people<sup>39</sup>. The adoption of ICT facilities could aid/guide the people in protecting their lives and property at home and outside the home such as changing of locks, installation of alarm system, lighting up of the entrance to one's home, installation of deadbolt locks, using of metal bars on sliding doors, and using of interior door hinges<sup>40</sup>.

## **5. E-planning**

Planning is very important for any organization to survive, be it private or public. Through planning, managers attempt to anticipate forces that will influence the future supply of and demand for employees. Planning perhaps, is better done electronically. The planning done electronically by the government sector however, involves informing the public of the policies and programmes of government before the final implementations<sup>41</sup>. The citizens therefore, may provide advice and share their view towards government initiatives to enhance better outcomes through the use of internet.

Accordingly, there are currently four major levels/aspects of E-government in municipal governments such as the establishment of a secure and cooperative interaction among governmental agencies; web-based service delivery; application of e-commerce for more efficient government transactions activities; and Digital democracy.

These go along with 5 degrees of technical integration and interaction of users in simple information dissemination (one-way communication), two-way communication (request and response), service and financial transactions, integration (horizontal and vertical integration), and political participation<sup>42</sup>. Other areas of e-governance include e-debate, e-coordination, e-taxation, E-registration, e-voting and e-transaction and others<sup>18</sup>.

### **2.1.3 Essence or Justification of E-Governance**

Below are the essence/reason government could introduce electronic governance in the state:

#### **1. Effective Workshop for Present Generation**

One of the most commonly cited justification/reasons for the adoption of electronic governance has been to better prepare the present generation for a workshop where ICT particularly computers, internet and technologies are becoming more and more ubiquitous. In the words of ICT has impacted greatly on effective research and other areas. ICT policies and strategies are essential tools to define Africa's response to the challenges of globalization and nurture the emergence of an African Information Society<sup>43</sup>.

#### **2. Support and Simplify Governance**

The strategic essence of e-governance is to support and simplify governance for government, citizens, and businesses. It is to engage, enable or empower the citizen<sup>44</sup>. Others include to make government administration more transparent, speedy and accountable, while addressing the society's needs and expectations through efficient public services and effective interaction between the people, businesses and government.

### **3. Good Governance**

The main purpose of implementing e-governance is to enhance good governance, which is generally characterized by participation, transparency, and accountability. Interestingly, the recent advances in communication technologies and the internet provide opportunities to transform the relationship between governments and citizens in a new way, thus contributing to the achievement of the goals of good governance<sup>45</sup>. The major objective of information technology in governance, otherwise called 'e-governance' is to increase the effective, efficient and broad involvement of citizens in the process of governance at all levels by providing the possibility of on-line discussion groups and by enhancing the rapid development and effectiveness of pressure groups.

### **4. Public Service Delivery, Transparency and Information Dissemination**

The introduction of e-government was necessitated by the urgent need to improve public service delivery, ensure transparency, make government accessible, and ensure that information dissemination to the public is in real time. The essence of e-governance is to bring revolution and allow the use of Information and Communication Technology (ICT) in governance. E-governance also help government functionaries to easily find effective and efficient expression in digital technologies, using personal Computers with internet, having mobile and modern telephones, and getting deeply involved in different electronic applications in and outside their offices<sup>46</sup>. A confluence of technologies of course, makes the flow of information very easy, accessibility and quick in delivery. This is very important because citizens when government functionaries are fully connected globally through internet, governance becomes more efficient and robust; the cost of governance and transaction will also be scaled down, and transparency will be enhanced.

## **5. Improve Lives of People**

E-Governance aims to improve the lives of billions of people worldwide and to integrate government services in a way never seen before. Scholars stated that the common objective of e-government is to automate or computerize all existing paper-based procedures to enhance access to, and delivery of government services to the citizens<sup>47</sup>.

## **6. Integrating Government Ministries, Departments and Agencies**

E-government also aims at integrating government ministries, departments and agencies in a manner that promotes their on-line interaction<sup>48</sup>. E-governance promotes linkage between government, business, nongovernment organizations, and other groups in society. E-governance as a reform strategy for improving the governance process could also improve the relationship between government and other groups in society, particularly the business sector. The business focus is in recognition of two things: its importance as a service provider to government's own needs and, at the same time, as a partner of government in responding to the needs of the public through outsourcing, given government's limited capacity; and the sector's apparent role in economic development<sup>49</sup>.

### **2.1.4 Types of e-Governance**

#### **1. Government-to-Citizen (G2C)**

This focuses primarily on developing user-friendly one stop centers of service for easy access to high quality government services and information. The majority of government services come under this application, towards providing citizens and others with comprehensive electronic resources to respond to individuals' routine concerns and government transactions<sup>50</sup>. Likewise, government and citizens will continuously

communicate when implementing e-government, thus supporting accountability, democracy, and enhancements of public services. —The primary goal of e-government is to serve the citizens and facilitate citizen's interaction with the government by making public information more accessible through the use of websites, as well as reducing the time and cost to conduct a transaction<sup>51</sup>. This model incorporates the services provided by the government to the citizens. This model strong interaction between government and citizens.

## **2. Government-to-Government (G2G)**

It is also known as E-Administration. This is an inter-governmental effort that aims to improve communication and effectiveness of services between federal, state and local governments in the running of day-to-day administration. It generally aimed at improving the efficiency and effectiveness of overall government operations. This is the web/online communications between government organizations, departments, and agencies supported a super-government database<sup>52</sup>. In simple language, it is referred to as the relationship between the government and its employees. This can be practically evidenced in the following: Improves inter-governmental and organizational processes, Streamlines cooperation and coordination of government activities, Automates and streamlines inter-governmental business processes such as regulatory compliances, service delivery, and enhancements<sup>53</sup>. In this model, services are shared between governments. The following are the services in the G2G model:

- i. E-Secretariat: E-Secretariat provides huge, valuable and functional information of the state. In E-Secretariat, multiple departments are closely linked together on internet and exchange the information of various components. It also binds all the governmental departments with their headquarters and state capitals.

- ii. E-Police: E-Police helps citizens to feel safe and secure. E-Police maintains two databases. First database provide records current and previous posting etc. of persons working in police. These databases prop up citizens to find the specialization of policemen in geographical regions and skills. Second database is of criminal records<sup>54</sup>. These database full details of a criminal at fingertips on typing his name. Also, previous the produces activities and area of his operation.
- iii. E-Court: E-Court shell makes a revolution in the Indian pending court cases. In India, there are numerous pending cases frustration people consumers and the system need the change. In ECourt, Judges with component raised data bases can peruse the appeals from intranet and pronounce their decisions online considering recorded facts of case and reduce the backlog cases. The success of G2G model is based on some important aspects like expenditure, establishment of network, planning, monitoring and controlling the performance in human and financial<sup>55</sup>.

### **3. Government-to-Business (G2B)**

This aims to facilitate and enhance the capability of business transactions between the government and the private sector by Improving communications and connectivity between the two parties. This is the second major type of e-governance category. It can bring significant efficiency to both governments and businesses. It also includes various services exchanged between government and also the business sectors, including distribution of policies memoranda rules, and regulations<sup>56</sup>. Governments to business model establish connection between private sector and government sector. Government and business organizations transact important information like collection of taxes, payment of bills and penalty, sharing of rules and data. The following is the service provided by the G2Bmodel:

E-Taxation: In the G2B model, business organizations provide many services from government like getting services. These services are required for the success of G2B model.

#### **4. Governments-to-Employees (G2E)**

This is the least in the typologies of e-governance. The purpose of this relationship is to serve the employees and offer some online services such as applying online for annual leave, checking the balance of leave, and reviewing salary payment records among other things<sup>57</sup>. This can be seen also in the combination of information and services offered by government institutions to their employees to interact with each other and their management. It is also a vital way to providing e-learning, bringing employees together, and encourages knowledge sharing among them. Government to employee model which sieve the connection between government and its employee. Employee can monitor and oversee the functioning of the government and government can also check the working and efficiency of its employees. With this model, employees could be aware of their benefits and responsibilities<sup>58</sup>. This model the strengthens and accessibility of the employees in the governmental organization. This model shares the important information like attendance record, employee record, complaints, employee salary, working record and all kind of rules and regulations etc.

#### **2.1.5 Factors that Affect E-Governance**

##### **1. Information Communication Technology Infrastructure**

Less deployment or installation of information communication technology infrastructure are the major problems for e-government implementation. Installing of proper Information Communication Technology infrastructure for e- government deployment is difficult in developing countries due to the digital divide. Internet working requires new methods for distribution and communication of new services in

order to share information appropriately<sup>59</sup>. The major factor to e-government implementation is lack of infrastructure.

## **2. Human Capital**

The more likely customers will be tending to take and use e- government services when the more the level of human development. An important task in e- government implementation are leaders he/she should find the sources of struggle and create a procedure to treat them<sup>60</sup>. Changing office work from the traditional way of doing to computerized ones in the work place is a new phenomenon of e- government. One of the major difficulties in e-government implementation is that majority of workers realize that the adoption of e-government as a risk to their working places or positions as a result they fear losing their jobs and position. Roadmap for E-government emphasized that, “to decrease the resistance to e-government systems employees have to understand the importance and significant of e-government and make sure that they won't endanger their jobs, but through retraining and skill developments, the employees can be reassigned new roles”<sup>61</sup>. Continuous Development of human capital through training is mandatory and important due to change progress and new information technology products. Basic stage for all governments to get full economic benefits of Information Communication Technology depends on a process of human capital development which is training and learning skills<sup>62</sup>.

## **3. Online Service Communication**

As stated, to get benefit from e- government services one should have access to the Internet. Previous studies mentioned that digital divide is refers to difference between people with regard to access to information technology and its products and those without<sup>63</sup>. The serious barrier in e-government adoption is poor access of internet

among the society. A system for effective delivery of public services through information and communication technologies is e-government. The use of online technology is to computerize and deliver services to citizen and to confirm transparency and accountability.

#### **4. Risks**

The potential risks in e-government implementation can be seen Social / human, security, financial and legal risk. Even if others are possible problems for e-government implementation security risks are critical risks. In e-government adoption privacy and confidentiality are identified as critical risks. In e-government implementation individual privacy should be considered seriously with an eye toward the protection. The protection of all information and systems in implementation of e-government against any expose to illegal access, or illegal changes or destruction is security<sup>64</sup>.

#### **5. Infrastructure**

Many studies have concluded that developing countries do not have adequate infrastructure to successfully deploy e-government projects. Challenges such as low penetration of fixed-line telecommunications; inadequate electricity supply and low tele density make it difficult to deploy e-government countrywide<sup>65</sup>. The gaps are created in multifold: first and foremost, lack of infrastructure hinders the delivery of e-government services by acting as an obstruction for government departments and agencies to provide e-services; secondly, lack of infrastructure obstructs the demand for e-government services by impeding citizens to access e-government services; and lastly, unreliable infrastructure can degrade the performance of e-government systems; thereby, making it difficult to for users to obtain higher-level e-government services<sup>66</sup>.

## **6. Interoperability**

In the context of e-government, interoperable depicts the ability of independent systems and devices to communicate with each other and share data. Most of the e-government systems deployed in developing countries operate in 'silos'; the e-government landscape is fragmented within and across ministries, departments and agencies. This situation has made the realization of e-government benefits merely a delusion<sup>67</sup>.

## **7. Digital Divide**

The digital divide is a dynamic and complex problem that is creating service gaps in developing countries particularly in the utilization of e-government services. It is the gap between people who have access to the internet and those who do not. The digital divide reflects the lack of and/or limited access to electronic services by citizens. It is regarded as a significant barrier to the implementation and utilization of e-government since many communities and citizens do not have access to the internet and computing devices. This restricts the adoption and utilization of e-government to those who have access to the technology and the requisite skills to use e-services. Therefore, those who do not have access to ICTs and necessary ICT skills cannot access e-services; and thus, fail to benefit from e-government projects implemented in their service constituencies<sup>68</sup>.

## **8. Policy Factor**

A policy is a premeditated plan of action aimed at guiding decisions and accomplishing judicious outcomes. The issue of policy as well as forms part of the factors that affect the implementation of e-government. This is because the deployment and use of e-government systems call for a variety of policies to regulate electronic activities. However, with great concern that in developing countries there is a lack of clearly defined policy for e-government implementation<sup>69</sup>. Very few countries (Singapore and

Malaysia) have standalone policies for implementing e-government the implementation of e-government is either driven by national. ICT policies or it is the sole responsibility of the ministries, departments and agencies (MDAs). This factor demonstrates a major policy gap in the implementation of e-government projects in developing countries.

## **9. Funding**

Funding is the priority factor for successful e-government adoption because “any e-government initiatives require funding to initiate and maintain e-government projects”. However, most developing countries are struggling to fund their e-government initiatives except for few countries. They lack financial support in the implementation of e-government projects resulting in a funding dilemma even if governments have plans for the implementation of e-government. As a result, most e-government projects particularly in African countries are donor-funded. The reliance on donor support for e-government implementation often results in untenable funding in the event donor support is terminated; thus, impeding progress in the implementation of e-government<sup>70</sup>.

### **2.1.6 Benefits of E-Governance**

**Improved and enhanced delivery of service:** E-governance system provides electronic delivery of information and services by the local authority. It also facilitates the equitable access of information to the public across the country through internet and websites. Using e-governance system it becomes very fast and convenient for people in parts of the country to avail the council services anywhere and at any time<sup>71</sup>.

**Empowerment of citizens through greater access to local authority information and ability to interact and participate:** e-governance has a benefit of empowering citizens through greater access to municipality information and ability to interact and participate. Effective use of e-governance system in local authorities and sharing of

information with various stakeholders' results in the empowerment of citizens through easy and enhanced access to local authority information and the ability to easily interact and participate in the process of governance<sup>72</sup>.

**Enhanced transparency and increased accountability of the local authority:** e-governance have a benefit of enhancing transparency and increasing accountability of the local authority. Application of e-governance system in the process of local authority also helps in enhancing transparency and increased accountability in the local authority functioning, interaction with the citizens and stakeholders. Sharing of information such as council audited financial reports to the public online for scrutiny, available of council minutes to the public online and as well as procurement procedures and process being open to the public introduces a lot of transparency in a local authority functioning to the public<sup>73</sup>.

**Improved relationship between the local authority and citizens:** e-governance system provides a benefit of improving the relationship between a local authority and its citizens. Interactions between the local authorities can be stimulated and made more effective by the use of e-governance system<sup>74</sup>. This can raise the trust of the citizens and improved relations are created since the council will be in a position of responding in time to the needs of its citizens, also saves a lot of time by providing services on a 24/7 basis which would have otherwise been done over the conventional 'counters' only during the working hours of the council.

### **2.1.7 Good Governance and Service Delivery**

Good governance principles provide opportunities for citizens to obtain accountability from public administrators. Moreover, good governance enables service providers to be centered on a tolerable governance framework and the participation of larger citizens

through decentralization<sup>75</sup>. This method calls for good management and coordinated governance that has accountability systems in place. This means that effective service delivery requires control systems that ensure collaborative work between private and public entities<sup>76</sup>.

Institutions like the Auditor-General Office, Public Protector Office, and the Anti-Corruption Commission Office ought to effectively support accountable administration while averting public resource mismanagement. This implies that the formation of structures that ensure good governance practices at the local level is important for service delivery. Such structures enable the citizenry to be involved in the decision-making process to smoothly implement government policies and programs. governance structures essentially describe how things are determined and understood in an organization, whether private or public. Moreover, the consequent argument is that governance is an important tactical issue for local counties as it regulates how they are managed, directed, controlled<sup>77</sup>. Good governance does promote public participation that allows citizens to contribute to local development initiatives, thus increasing municipal transparency and accountability in service delivery. Additionally, good governance recommendations from this study encourage the implementation of effective administration leading to improved service delivery patterns.

#### **2.1.8 E-Governance and Service Delivery**

The origin of e-governance is from the word governance. The term governance is referred to as the use of economic, political and administrative power when managing a nation's affair, which includes citizen's interest articulation and the exercise of legal rights and obligations<sup>78</sup>. This definition by implication, opines that governance is good when citizen's rights are put into consideration and their inputs are recognised in the

policy formulation process. There are different opinions on e-governance from various scholars. E-governance is the application of technology by government organisations to transform its activities and its interactions with the citizen so as to create an impactful society.

E-governance is a concept that contains the application of information and communication technology by a number of government agencies and civil society in stimulating the frequent participation of citizens in the governing and administrative process of political institutions<sup>79</sup>. Similarly, e-governance is the use of ICT by departments of government to promote accountability, awareness creation and further guarantee openness in the administration of government. In other words, administrative and managerial processes of an organization are the major concern of e-governance<sup>80</sup>. The basic focus of e-governance is the internal utilization of information and internet technologies in the management of certain resources such as human, material, capital and machines, which are arranged to aid managerial activities in an organization<sup>81</sup>.

Also, research also argues that the internet also serves as an aid to good governance and transparency. Effective service delivery is one among the key issues in aspects of good governance. There are positive governance impacts from the internet which can be used to link e-government, citizens and the government. This relationship can be traced out on issues related to service delivery: like the method of requesting services, citizens making suggestions and effective information about services from governmental institutions<sup>82</sup>.

E-governance is a shift from the traditional model of public administration. The shift is in terms of the delivery of government services to the citizens through the use of ICT. In agreement with the forgoing, e-governance is described as the governance of a nation through the use of Information Communication Technology<sup>83</sup>. By this definition, the

adoption of technology enhances effectiveness, efficiency, accountability, and transparency in the exchange of information. From the above, e-governance is adopting the use of technology in an effective, efficient manner in the exercise of economic, political, administrative and social management of public affairs by involving the citizens in public policy making. The adoption of e-governance involves citizens in public policy making which facilitates the easy implementation of policies for enhanced delivery of public services<sup>84</sup>.

When discussing e-governance, it is more than just talking about a government website on the internet. E-Governance has some strategic objectives. The strategic objectives of e-governance are to streamline and upkeep governance amongst government, citizens, businesses and parties. Using information and communication technology would create a connection among these parties and aid the activities and procedures involved. Electronic governance is also known as support system which motivates good governance. Therefore, there is similarity between the objectives of e-governance and that of good governance. highlight the main objectives of e-governance which includes: reduction and overcoming hurdles to coordination and cooperation within public administration; administrative processes and function restructuring; and monitoring government's performance<sup>85</sup>.

Other scholars see e-governance as a type of public service whose operations are in a onestop, non-stop routine. Some underscores e-governance as an integrated governance that helps to facilitate both the processing of information by people and the use of communication technologies to accomplish the objectives of governance<sup>86</sup>. The above explains that e-governance is an approach for enhancing the quality of services delivered to the citizens. E-government involves the use of ICTs to transform government processes and provides services, information and knowledge to the public.

It builds better relationships between government and the public by facilitating interaction with citizens in a smoother, easier, and more efficient manner<sup>87</sup>. The above definitions and perspectives on e-governance highlights the use of information technology to improve service delivery to the citizens and ensures faster communication between governments and the citizens. The following can be deduced as the features of e-governance:

- i. E-governance is a combination of processes and structures.
- ii. Interaction exists between the government and the citizens.
- iii. The application of software, hardware, internet and various ICT devices are adopted to govern.
- iv. It is a public sector reform targeted at digitalizing processes of government and delivery of public services at all levels.
- v. It is a mechanism aimed at improving the conduct of government businesses.

#### **2.1.9 E-governance in Nigeria**

Studies have confirmed that most of the government services in developing countries particularly in Africa are still unavailable online. African region lags in e-government development compared to the rest of the world. Basic e-government services are still not easy to find in African countries; only limited services are offered online. Most government services are still provided manually. Probably, this is the reason why developing countries have the lowest e-government service development intensity. Thus, this suggests that there are e-government service gaps that have resulted in low usage of e-government and limited capabilities of the government employees to provide efficient services<sup>88</sup>.

Service delivery in the public sector in Nigeria is used as machinery for the implementation of government policies. However, apart from this key function, it is an instrument for delivering services to government ministries, departments and agencies. Over time, these services have not been able to meet up with expectation in such a way and method they are delivered<sup>89</sup>. This can be classified as part of the characteristics of the traditional public administration which is seen to rely on the use of a paper based-system for a long time, resulting in a procedure that makes citizens to be discouraged and dissatisfied with such services because of several problems that they have such as delay in the services, centralization of office locations, corruption, among others<sup>90</sup>. This system overtime is clamouring for reform because of the time-consuming nature and quality of public service delivery, which has to do with too many procedures and lack of transparency.

#### **2.1.10 History of E-governance Implementation in Nigeria**

The Nigerian government over the years has taken drastic measures at putting the nation on track in the area of information and communication technology (ICT) advancement and its utilization in governance. In the year 2001, the government of Nigeria launched her national information technology policy and thereafter, the implementation of this policy began with the establishment of National Information Technology Development Agency (NITDA). However, the implementation of e-governance in Nigeria differs from one level and agency to the other. This implementation created an attempt to provide a unified national framework of Information and Communication Technology adoption in governance<sup>91</sup>.

E-governance created awareness that no country or its government can perform its duties effectively in this era, without the adoption of technology. That is, applying

internet services, in the process of service delivery. The Nigerian federal government saw the necessity to have a national policy on Information and Communication Technology as a result of the importance of ICT in governance. Thus, the enabling policy on ICT gave rise to the National Information Technology Development Act by the National Assembly in 2007 with the establishment of this agency<sup>92</sup>.

With this enabling Act, many of the agencies of government started the implementation of information and communication technology in their operations. More so, that the federal government created the new Ministry of Communication Technology. Part of the responsibilities conferred on this ministry is to coordinate ICT development and make progress as regard's the country's target on e-governance<sup>93</sup>. Recently, there are various strategies evolved to accelerate the development of technology in Nigeria. Accelerate the development of technology in Nigeria. The Nigeria initiative was an attempt towards the connection of communities, relevant agencies, government organizations including educational institutions at all levels with information and communication technology pursued currently by the government. The ICT implementation project started from the National Rural Telephony programme, and includes the Public Service Network, ICT facilities loan scheme at state and local government levels, internet exchange point initiative and the wire Nigeria idea<sup>94</sup>. These ICT implementation strategies are targeted at enabling accelerated growth of the nation. The mechanisms and skills required by a country to realize these initiatives is to make computers and other ICT enhancing equipment flexible and cheap for citizens to acquire. Presently, there is an easy access of allocations to both state and local governments on the Ministry of Finance official website. The public display of these allocations would enhance accountability and transparency across the levels of government<sup>95</sup>.

### **2.1.11 Roles of Stakeholders on E-Governance Implementation in Nigeria**

Globally, e-governance became an inevitable tool for improved public service, it couldn't just happen. Whereas, it started somewhere, so also in Nigeria the stakeholders had work tirelessly in ensuring its success. Thereby, making both individual and collective contribution for the realization of successful e-governance implementation in Nigeria. Notable among the key stakeholders is the information technology IT service providers, such as national information technology development agency<sup>96</sup>. NITDA, leadership of the country, which comprises of both executives, legislatives and judicial arms of government, e-governance compliant institutions in Nigeria which include ministries departments and agencies of government (MDAs) and their respective employees. Others include the users of e-services in Nigeria<sup>97</sup>.

Nigeria has employed various techniques to boost its ICT sector, thereby making Nigeria's telecommunication and ICT sector the fastest growing market in the African continent. He further opined that the country needs to introduce e-governance in all sphere of the society so as to ensure the efficiency of public services and the free flow of information from one sector to another<sup>98</sup>.

### **2.1.12 Measuring Nigerian's E-Readiness**

What is the state of e-readiness in Nigeria? "E-readiness, refers to "How nations across the globe fare in terms of creating, diffusing, adopting and using the various components of a networked economy". Existing tools for calculating this relates more to a nation's readiness for business or economic growth, and those that focus on the ability of the entire society to benefit from ICT. E-readiness has both economic and political aspects. Our focus in this paper is on e-governance rather than e-commerce. The two are, however, interlinked<sup>99</sup>.

“E-readiness” refers to the availability of requisite technological infrastructures, legal frameworks, institutional and human resources and political will to use ICTs to promote good governance or promote a nation’s economic, social and political interests on the international scene<sup>100</sup>. Several things are involved in the process. On the connectivity side, the issues to be taken into consideration in e-readiness include ICT access and availability, ICT affordability, ICT quality and reliability, and electrical supply and delivery system. On the political side, the issues include political leaders’ vision and priority; strategy, planning and co-ordination, public-private partnership and digital inclusion. What is the level of information security in the society? Can networked information be trusted? The issues to be considered here include the legal framework for information dissemination, enforcement and prosecution of misuse of information, internal system security. How knowledgeable is the society about ICT? The last question can be answered by taking a critical look at the extent to which primary, secondary and post-secondary education systems incorporate knowledge of ICTs<sup>101</sup>.

Evidence shows that e-government activity in Nigeria is low. Most government websites are in the publish stage. And a few government organizations are at the transact stage. Some organizations have even by-passed the interact stage, as captured there by giving no opportunity for citizen request or feedback like any other African nations<sup>102</sup>. There are some clear problems which influence the implementation of e-governance in Nigeria. The problem includes lack of inadequate infrastructure such as electricity supply, internet diffusion, adult literacy rate, political challenges and others. There are significant other problems such as maturity of governmental process and lack of other physical communications.

### 2.1.3 Challenges of E-governance in Nigeria

Conventionally, the use of e-governance suggests that it refers to all activities of government using electronics or digital means. This suggests that information technology is useful in government activities such as education, health, agriculture, security and governance<sup>103</sup>. However, a number of challenges and barriers have been associated with e-governance in the developing countries. e-governance projects failed because they were abandoned before completion while less than 20% are successful. In cases where the projects are successfully the implementation may be done haphazardly leading to poor outcome. Sometimes, poor implementation and lack of adequate regulation may even result to greater opportunities for corrupt practices and fraud. Studies have summarized the challenges of implementing e-governance in Nigeria as<sup>104</sup>:

- i. Insufficient allocation of financial resources due to financial constraints and mixed government policies which has slowed down the rate at which E-governance is introduced.
- ii. Inadequate planning and political instability;
- iii. Insecurity of facilities as a result of inadequate manpower to manage the ICT facilities.
- iv. A reluctance to share information which has resulted in policies that deny access to information and the creation of “empty” government ministries websites with information of little value.
- v. Inability of government to manage and implement E-governance programmes to facilitate the activities of government and subsequent low quality and insufficient e-content information from the grassroots level.
- vi. Inadequate personnel to oversee ICT programmes.
- vii. Irregular circulation of internet services and high cost of connection

- viii. Inaccessibility of e-governance sites by many citizens, especially those living in the rural communities with low literacy and income
- ix. Poor electricity supply,;
- x. The resistant to change attitude by the civil servants.

The hurdles to e-governance implementation in Nigeria are similar to those of other developing nations. Scholars agreed that one of the hurdles to the implementation of e-governance in Nigeria is poor telecommunications and internet facilities. These are the following obstacles to the implementation of e-governance in Nigeria<sup>105</sup>:

### **1. Infrastructural Deficit**

ICT facilities in Nigeria are urban based. Most of the telecommunication base stations are located in the urban areas, with little or no access to the rural areas. Although the tele-density rate of the nation is high at almost 90 percent now. The rate and level of internet usage in the country is not encouraging and this adds to the challenges facing the implementation of e-governance in Nigeria<sup>105</sup>.

### **2. Digital Divide**

This is the difference in the access and usage of technology between regions and areas that have the same identity. A proper explanation on the digital divide in Nigeria, chronicles the change in the accessibility, use of technological services between the rural and urban areas. Digital divide results from low literacy, infrastructural deficits and massive poverty. Digital divide is a problem of multiple dimensions that manifest into (1) a technical aspect referring to availability of the infrastructure, the hardware and the software of ICTs, and (2) the social aspect referring to the skills required to manipulate technical resources<sup>106</sup>. Nigeria as a developing country has lots of

limitations. This is why some e-initiative studies portend the promises of e-governance as utopian since the benefits apply only to an elite few.

However, the gap between those who have technological access and those who don't is still widening. The existing evidence suggests that income, education and age are important social determinants of internet access, and that older people and those with low incomes are much less likely to use the internet. As it concerns digital divide, the awareness of the ICT benefits generally remains low among people living in poor communities<sup>107</sup>.

### **3. Incessant Power Failure**

This is one major problem affecting the successful implementation of e-governance in Nigeria. The power supply in the country is epileptic and unreliable. Power outage is a common occurrence in villages, towns and cities in Nigeria with negative influences on the robustness of the nation's ICT initiative. Most telecommunication stations are powered by constant generating sets and this affects the services rendered to the consumers, and the cost of running the base stations are transferred to consumers<sup>108</sup>.

### **4. Low IT Professional Manpower**

The level of ICT education in Nigeria is another problem facing the implementation of e-governance in Nigeria. During an interview with an official of the Nigerian Communication Commission (NCC), he gave detailed analysis on the deficiencies of staff performing eservices in many locations in Nigeria, and that the few skilled ones are overburdened<sup>109</sup>.

## **5. Computer Crime**

Computer crime encompasses a broad range of potentially illegal activities. Generally, however it may be divided into two categories; Crimes that target computer network or devices directly and Crimes facilitated by computer networks the primary target of which is independent of the computer network device. Examples of crimes that primarily target computer networks or devices would include: Computer viruses, Denial-of-service attacks, Malware (malicious code). Example of crimes that merely use computer networks or devices would include Cyber stalking, Fraud and identify theft, Information welfare, Phishing scams<sup>110</sup>. A computer can be a source of evidence. Even though the computer is not directly used for criminal purposes, it is an excellent device for record keeping, particularly given the power to encrypt the data. If this evidence can be obtained and decrypted, it can be of great value to criminal investigators.

## **6. Net Crime**

Net crime refers to more precisely to criminal exploitation of the internet. Issues surrounding this type of crime have become high-profile, particularly those surrounding lacking, copyright infringement, child pornography, and child grooming. There are also problems of privacy when confidential information is lost or intercepted, lawfully and otherwise<sup>111</sup>.

## **7. Computer Fraud**

Computer fraud is any dishonest misrepresentation of facts intended to let another to do or refrain from doing something which causes loss<sup>112</sup>. In this context, the fraud will result in obtaining a benefit by:

- i. Altering computer in an unauthorized way. This requires little technical expertise and is not an uncommon form of theft by employees altering the data before entry or entering false data, or by entering unauthorized instructions or using unauthorized processes.
- ii. Altering, destroying, suppressing, or stealing output, usually to conceal unauthorized transactions is obtained in Nigeria. This is difficult to detect.
- iii. Altering or deleting stored data;
- iv. Altering or misusing existing system tools or software packages, or altering or writing code for fraudulent purposes is also done in most Nigerian cyber cafes. Other forms of fraud may be facilitated using computer systems, including bank fraud, identity theft, extortion, and theft of classified information. A variety of internet scams target consumers direct.

#### **2.1.14 Public Service Delivery in Nigeria**

Nigeria is a country of conservatively 180 million populations which placed it as the most populous country in Africa and account for about 47% of the entire West African population. With over 300 ethnic groups and each of them with their own distinct language and culture, there is vast diversity; the country therefore practices federal system of government<sup>113</sup>. Each of the different layers operates an independent public service and delivers services at different levels based on constitutional arrangement. The Nigerian public service is as old as the country and a product of the British colonial government to support the British government in the exploitation and exploration of the country's resources<sup>114</sup>.

Nigeria's independence in 1960 was ushered in with great aspirations of a new state that will provide socio-economic goods for its teeming population, disappointingly, the

Nigerian public service was unable to perform optimally to provide effective delivery of services. It has over the years unable to function as the government policy driver to deliver services and promote socio-economic development, having a long history of woeful performance and disappointment. The level of decay in the public sector showed that service delivery in the public sector is not comparable with what is obtainable in the private sector. The resultant effect of this is evidenced in the soaring rate of poverty, inequality, poor access to education and health services as well as widened gap between the citizens and government thereby creating public trust gap<sup>115</sup>.

In view of the extant criticisms of the poor service delivery performance of the Nigerian Public Service, reforms have become imperative which would direct and reshape the public sector into more customer friendly, more output- and consumer-driven<sup>62</sup>. Successive regimes have embarked on reforms to address the challenges earlier highlighted. However, despite the fact that most of the reform policies introduced could have impacted positively in the public service most especially in the bid to transform service delivery, they however failed to achieve the required objectives due to corruption in the public service, inconsistency and lack of continuity in reform policy frameworks, implementation gap, lack of effective monitoring/evaluation, contradiction between reform policy decisions and policy targets and political interferences<sup>116</sup>. It should be noted however that, due to the failure of most of these reform policies in transforming service delivery in Nigeria, the government deem it fit to introduce ICT.

E-Governance Implementation and Training of Skilled Manpower: This is a particular problem in developing countries, where the constant lack of qualified staff and inadequate human resources training has been a problem for years. The availability of appropriate skills is essential for successful e-government implementation. E-government requires human capacities: technological, commercial and management.

Technical skills for implementation, maintenance, designing and installation of ICT infrastructure, as well as skills for using and managing online processes, functions and customers, are compulsory<sup>117</sup>.

To address human capital development issues, knowledge management initiatives are required focusing on staff training in order to create and develop the basic skills for e-government usage. The major challenge of e-governance in the Nigerian public service is lack of trained and qualified personnel to handle and operate its infrastructures. They further state that due to the high cost associated with the procurement and training of public servants with ICT skills, government sometimes feel reluctant in the actual implementation of e-governance in the public service. Similarly, the absence of skilled workers to handle various ICT services and their applications in bringing about the successful implementation of e-governance in the public sector<sup>118</sup>.

E-Governance Implementation and Reduction of Corruption in Nigeria: For a long period of time, many anti-corruption agencies ranked Nigeria as one of the most corrupt nations in the world. Nigeria had one of the worst Transparency International (TI) corruption perception index scores, ranking of 132 out of 133 countries assessed. There is no agreement among analysts when this cancer crept into our national life, some pins it to immediately after independence in 1960, while others points at the public service purge of the Murtala/Obasanjo administration in 1975<sup>119</sup>.

Although the two military regimes of Generals Ibrahim Babangida and Sani Abacha were regarded as the most corrupt in the history of Nigeria, incidentally, bodies like Transparency International did not rank the country as the most corrupt nation but ironically, the administration of Chief Olusegun Obasanjo that made anticorruption a policy thrust of his administration got the worst ranking throughout his eight years on

the leadership saddle. Between 199-2007, Nigeria was on top of the corruption perception index chart and never left the first five most corrupt nations in the world<sup>120</sup>.

One impeccable realism and feature of Nigeria is that the more the revenues a regime has at its disposal, the more the scale of corruption. Speaking further, he said that it's on record that that the revenue that accrued to the nation's coffers between 29th May 1999 to 29th May 2007 surpasses what accrued to Nigeria from 1st October 1960 to the day Chief Obasanjo took over. From the administration of Alhaji Tafawa Balewa to that of General Abdulsalami Abubakar, no administration tackled corruption. He established two anti-graft agencies the Independent Corrupt Practices Commission (ICPC) and Economic and Financial Crimes Commission (EFCC)<sup>121</sup>.

These bodies were given broad powers to arrest and prosecute suspects and collaborate with international partners to trackdown trans-border fraudsters. These bodies got local and international support in the areas of finance, training of personnel in modern crime detection and fighting etc. All these notwithstanding, the fight did not achieve much for in 2010, Nigeria's score was 2.4, with a ranking of 134 out of 178 countries assessed. Though, there have been some improvements, Nigeria was still in the wrong neighbourhood as far as the rankings are concerned. This led to the search for a more efficient approach in the fight against corruption in Nigeria's public service, hence the adoption and deployment of e-government<sup>123</sup>.

### **2.1.15 Information Technology and Public Service Delivery in Nigeria**

Efficient flow of information is a necessary pre-condition for effective day-to-day business of government. Therefore, the use of ICT is essential in every aspect of citizens e-government interactions. ICT constitute a major element through which governments govern, manage its resources, offer services, and account for its

performance. Therefore, information and communication technology has become the driving force to improve public sector efficiency and effectiveness<sup>124</sup>. Information technology is a tangible resource in form of equipment or interconnected system of equipment that comprises all methods of technology use to build, store, influence, manage, transmit, interchange, or receive information in its numerous forms.

Public service delivery on the other hand, is about providing citizen with services of public interest such as healthcare, qualitative education, energy, transportation, water, and security of life and property. Unlike the demands for services and products from manufacturing firms, the strains on demands on public services are somewhat different and complicated. The quality of public service delivery is a complicated notion and more importantly public service delivery in some circumstances suffers from cost and efficiency<sup>125</sup>.

In reality, the provision of quality public services reinforces the social contract between government and citizens, which is a key measure of governance and potent indicator of the wellbeing of a society. Generally, providing public services is a top priority in both developed and developing nations and more important in fragile countries if they are to make progress towards the attainment of Millennium Development Goals (MDGs). Remarkably, citizen's perception of public service delivery in Nigeria is poor and fall short of expectations<sup>127</sup>. Our desk-based literature review and keen observation also revealed number of shared issues as regard poor and detrimental impacts of service delivery outcomes in Nigeria. These consist of cases where government functionaries use services as patronage tools for political associates, remarkable disparities between federal states and local government policies and instances where citizens intentionally opt out of formal service provision mechanism and patronize on unregulated, and informal providers (such as security issues vigilante and militants)<sup>128</sup>.

### 2.1.16 Oyo State Ministry of Works and Housing

The Ministry evolved from Public Works Department to become a full-fledged Ministry. It is in charge of the execution of Government projects, and it also incorporates operation, planning and management of Government infrastructure. The operational departments under the ministry include Public Buildings, Highways, Mechanical & Electrical and the State Fire Service<sup>129</sup>.

#### Objectives & Functions

At the ministry every unit and department is saddled with various objectives to ensure smooth running of the ministry as we serve the public.

**Advising Government:** Advising Government on policy matters in respect of road transportation with a view to providing an effective network of roads that will enhance economic growth throughout the State<sup>130</sup>.

**Procurement and Maintenance:** Advising Government on policy matters in respect of procurement and maintenance of mechanical and electrical appliances and gadgets throughout the State.

**Advice on Public Buildings:** Advising Government on policy matters in respect of public buildings including construction, rehabilitation and maintenance.

**Provide Equipment to Combat Outbreaks:** Provision of fire-fighting services and equipment to combat outbreak of fire and other disasters to safeguard lives and property of its citizens.

The intention of the Ministry is to remain a critical implementation organ for delivering essential public works, transportation infrastructure, provision and maintenance of mechanical and electrical installations throughout the state including safeguarding lives

and property of the citizens through the provision of fire-fighting services. Being a critical member of the infrastructure cluster, the success of the Ministry will create significant mileage for Oyo State Government and enhance public goodwill<sup>131</sup>.

## **2.2 Theoretical Frameworks**

This study considers three theories of E-Governance and E-Service Delivery relevant. The theories are reviewed below are Technology Acceptance Model (TAM), Neo-Institutional theory and New Public Management (NPM).

### **2.2.1 Technology Acceptance Model (TAM)**

The Technology Acceptance Model (TAM) was proposed in 1989 and it has proven to be the best theoretical model in helping to explain and predict user behavior of information technology. The model was an expansion on the theory of Reasoned Action. Technology Acceptance Model (TAM) emphasizes the acceptability of an information system. The objective of this model is to predict the acceptability of a tool for use and to identify the modifications which must be brought to the system in order to make it acceptable to users. This model suggests that the acceptability of an information system is determined by two main factors: perceived usefulness and perceived ease of use<sup>132</sup>.

TAM posits that perceived usefulness and perceived ease of use determine an individual's intention which serves as a mediator of actual system use. Perceived usefulness is also seen as being directly impacted by ease of use<sup>5</sup>. Technology Acceptance Model (TAM) is quite different from the original version of Reasoned Action. The differences are in two categories: first, is that the model introduced two new constructs; perceived usefulness and perceived ease of use. The first construct (perceived usefulness) believes that the usage of an application would increase

performance while the other construct (perceived ease of use) believes that the use of application would make work stress-

Free<sup>133</sup>.

The two constructs of Technology Acceptance Model (TAM) are of high importance as they determine technology acceptance and users' behaviour. One of the goals of Technology Acceptance Model is the provision for explanation that determines the acceptance of technology generally. This goal is capable of explaining behaviour of users across a wide range of population. Thus, the main purpose of the Technology Acceptance Model (TAM) is the provision of foundation to trace the effect of external factors on attitudes, internal beliefs and intentions in the organisation. The theory is applicable to the practice of e-governance in the Nigerian public sector<sup>134</sup>.

Technology Acceptance Model is relevant to the Nigerian civil service as it explains the role played by self-efficacy, perceived cost, technological infrastructure, power supply, and internet facilities to support the adoption of e-governance<sup>135</sup>. The application of Technology Acceptance Model (TAM) is enhanced due to its simplicity together with the predictive authority which makes its application easy to different situations. This is one of the well-known models related to technology acceptance and use. The technology acceptance theory uses two variables namely: perceived usefulness and perceived ease of use.

Based on perceived usefulness, the theory focuses on the extent to which technology will lead to better performance while under perceived ease of use the theory focuses on the efforts required to operate the new technology<sup>136</sup>. The technology acceptance model as a very powerful model in technology applications. Technology Acceptance Model is useful in explaining the acceptance, application, relevance and effectiveness of modern

technologies in information sharing among citizens, literacy level and galvanises public service delivery<sup>137</sup>.

The application of TAM to a study like this underscores user's technological behaviour and actual utilization. From the unit of analysis and with the assumptions of the Technology Acceptance Model (TAM), the model is relevant and applicable to the discussion of e-governance implementation and public service delivery in Nigeria<sup>138</sup>. TAM explain user intentions to use e-government services or internet technology and further the usage behavior, like previous acceptance and adoption models<sup>139</sup>. In order to conform with mandates from their managers most of the time people may use a system rather than due to their own feelings and beliefs about using it, even though it is generally believed that mostly computers are intended to use by managers and professionals. Perceived ease of use is defined as "the degree to which a person believes that using a particular system would be free of physical and mental effort" and perceived usefulness of the system as "the degree to which a person believes that using a particular system would enhance his or her job performance". Behavioral intentions will have a positive and direct impact on usage behavior as it is stated in many research studies. There is emphasis that behavioral intention has a direct impact on acceptance of technology in a society and organization<sup>140</sup>.

### **2.2.2 Neo-Institutional Theory**

Neo-institutional theory emerged in the late 1970s as a reaction against news of organizations as rational responding exclusively to economic pressures for resources. Neo-institutional theory assumes that organizations are highly attentive to the social and symbolic pressures arising from their institutional environment<sup>141</sup>. One key construct is the rational myths that organization often adopt practices not for

performance but legitimacy effects that contribute to effective organizational functioning<sup>142</sup>. The theory influences that it is putting forward the view that organizations will adopt certain practices for example e-government system in order to improve the legitimacy in order to create an effective and transparent public sector. Neo-institutional theory argues that organizations survive and succeed in their surrounding environment by not only accomplishing economic fitness and efficiency, but from accomplishing a social and cultural fit with the environment<sup>143</sup>.

With the theory, legitimacy is needed for survival. The theory proves to be influential in the study in that the use of Information Communication Technology proves to be enhancing communication in the society and if the various forms of ICT methods are used in communicating with the public, this could ease movement of information and help deliver services to the public and create public value. For example, the use of Cell phones and the internet and laptops for communication and sharing of information which proves to be the “thing of the time” could transform police services<sup>144</sup>.

Neo-institutional theory says firms need environmental legitimacy so as to secure resources and survive. These institutions are built into society as typification. We take them for granted as natural and view them as rational myths because we think they help the organization function better without actually investigating their relation to efficacy. In order to survive in these modern society organizations must be regarded as legitimate and this is accomplished by maintaining ceremonial conformity. As such, the sources of legitimation vary from public opinion, ideologies, regulatory structures, certification and accreditation bodies, professional norms, credentials and government requirements<sup>145</sup>.

In summation, neoinstitutional theory argues that organizations succeed in the environment by engaging in symbolic coding, or the adoption of rationalized myths about structures that rely on a logic of confidence. They decouple their formal structure from the actual internal activities. This affords them greater flexibility and buffers the technical core and internal workings of instruction from the likely conflicted concerns of the external environment. Firms also bridge in the environment. This is done mostly through networks of association and these lead to isomorphism via several routes<sup>146</sup>.

First entails political pressure. The second entails mimetic behaviour where firms look to exemplars and peers so as to imitate what seems to work well or is legitimate (trendy). Firms respond to pressures of professional networks, like professional norms and standards on how to assess and consider their firms' performance. Neo-institutionalism model maintains that organizational survival is determined by the alignment degree with the organizational environment and therefore, the organizations have to fulfil the external organizations' pressures<sup>147</sup>.

This works closely with the Oyo State Ministry of Works and Housing as a public entity which is expected to deliver most of its services electronically for easy access of information and service delivery to the public. One can say that, e-government can have a positive impact on service delivery in the public sector. Neo-institutional theory is able to explain why reforms (partly) fail or succeed: the implementation of reforms is interpreted by the members of the organization as a threat towards institutional identity<sup>148</sup>.

The neo-institutional theory considers ICT as an artefact or as an institution itself with the autonomous potential to control and to discipline and therefore it can have a positive impact on service delivery in the public sector<sup>149</sup>. Neo-institutional theory

views organizations as open-systems whose survival depends on their relation with the environment. One can argue that neo-institutional theory, like all other theories, is not perfect and it is prone to critique. Many argue that neo-institutional theory has gone too far in the direction of cognition and shared understandings of modernity, thereby trivializing politics and power<sup>150</sup>.

### **2.2.3 New Public Management (NPM)**

The New Public Management NPM is derived from the critical social theory as developed by the Frankfurt School. It was popularized by Martin Jay in his book: *The Dialectical Imagination*, published in 1973. The jettison of the old traditional Public Administrative system was anchored on its failure to address efficient service delivery to the people.

New Public Management as Hood emphasized on the Reinvention of Government Administration for efficiency<sup>151</sup>. Prior to the emergence of NPM, Public Administration was seen as undemocratic, unresponsive, inefficient, and bureaucratic. It has also failed in most other measures of what constitutes an effective organization. Some clog in the administrative structure includes a thick web of rules and procedures that limits freedom to manage public goods and respond effectively to the yearning of the people which is the cornerstones of New Public Management models<sup>152</sup>.

The evolution in Public Administration has developed reform efforts that are strongly related to the principles of efficiency and effectiveness. Recently, NPM has taken a giant step towards ensuring good governance, decentralized administrative system, resource allocation and effective service delivery and above all good governance. This is against the traditional bureaucratic administrative structure that emphasized on centralization and hierarchical organizational structure. It also promotes the

commercialization as well as the role of governments in providing services to its citizens as efficient and fast as possible<sup>153</sup>.

One way by which efficiency has been engraved into the administrative structure in Oyo State, is through the deployment of technology in the Administration of government business. This approach has also helped the Oyo State Public service in ensuring efficiency in government business. The introduction of E-Governance, which is directly linked to NPM, has radically transformed public administration from the 'GO SLOW to a JET SPEED' in government businesses, as it is now more result-oriented organization. The recent reform in the Oyo State civil service, has taken cognizance of the importance of Information and Communication Technology ICT in the discharge of government functions<sup>154</sup>. Some argued that the integration of ICT into the traditional public administrative structure have enhanced efficiency, which is the hallmark of NPM<sup>155</sup>.

In today's World, it is arguably true that ICT is the driver of both private and public operations. This assertion is anchored on the fact that organizations driven by ICT are more successful in terms of efficiency. That is why the deployment of e-governance, a tool for efficiency is desirable to every government that wants efficiency<sup>156</sup>.

### **2.3 Review of Empirical Studies**

A study aims to examine the linkage between e-governance and service delivery in Nigeria by assessing the role of stakeholders on the implementation of e-governance for better public service delivery in Nigeria, the study adopted new public management theory to explain the effect of paradigm shift from traditional administrative approach of governance to a modern approach (e-governance). The study also uses a quantitative method to capture data and analyzed same using a stratified random sampling. While

the tool used in statistical analysis are cronchbach Alpha and content validity index. However, the research findings indicate that, e-governance is effective in providing better services with the help of stakeholders. The study also reveals that the success of e-governance implementation in Nigeria is centred on effective communication and organisational skills in order to maintain the vision, values and aspirations of all of the parties involved couple with a robust ICT infrastructure in place<sup>157</sup>.

A study was conducted on role of good governance in enhancing service delivery Mnquma Municipality. As noted in the study, post-1994, most rural communities in South Africa were left underdeveloped and this resulted in most citizens struggling to make ends meet. Municipalities formed during pre-1994 were strategically centered on delivering goods and services to urban areas at the expense of rural communities. Considering this background, this study exposes how rural development remains a prevalent challenge in affecting service delivery in Eastern Cape, South Africa, given its rural context. Pertinent to this study's purpose, there is a need to enhance services delivered to rural communities within Mnquma Municipality considering the dawdling pace of rural development. The above challenges experienced in the Municipality hinge the aim of the study of how Mnquma Municipality can improve its governance to improve service delivery to its communities.

This qualitative study employed semi structured interviews and reviewed secondary data as data collection methods. The sample of this study included ten (10) members from the communities and five (5) officials from the directorate of community services. Findings from this study proved that, practicing good governance is central to effective and efficient service delivery in improving the livelihood of citizens in Mnquma municipality and other municipalities in the Eastern Cape Province and the greater South Africa. Recommendations indicate how this study is pertinent to the field of

Public Administration as it creates awareness for public officials to realize and adopt good governance practices to ensure effective and efficient service delivery<sup>158</sup>.

A similar study was carried out on e-government and petty corruption in public sector service delivery. The study argued that the present inquiry addresses the nexus between the development of electronic government and corruption in the provision of public sector services in developing and transition economies. The study analyzes the potential contribution of electronic government in combating petty corruption within the framework of two superimposed principal-agent model and show that electronic government could potentially limit bureaucratic corruption. To address the research question empirically, the study applies random to bit and linear random effects panel estimators to a dataset made of 121 countries, which covers the time period between 2008 and 2018. Estimations reveal that the adoption of electronic government in the delivery of public sector services has been the central factor that contributed to the reduction of petty corruption in developing and transition economies. The level of per capita income, political rights, civil liberties and share of natural resources in gross exports also correspond with less bribery in the public sector service delivery. Furthermore, the study finds that a lower level of socioeconomic development corresponds with a greater level of petty corruption. Hence, e-government presents one of the utmost opportunities for socio-economic development and offers solutions for the improvement of the efficiency and effectiveness of public administration<sup>159</sup>.

Another study was conducted to ascertain Nigeria's status on the global ranking and to examine possible challenges impeding the proper implementation of e-governance in the Nigerian public sector. The study was situated within the ambit of the Technological

Determinism and Modernisation Theory. This study follows the conceptual and empirical research approach which focuses on examining the secondary data. The study revealed that Nigeria is ranked 5<sup>th</sup> among countries in West Africa and 141 globally on the UN EDGI 2020. The challenges of e-governance in Nigeria include limited power supply; inadequate Infrastructural facilities; digital divide; corruption in public office; budgeting and financial costs; human expertise. The study concluded through the EGDI that Nigeria is yet to attain its best in the drive for viable, transparent, efficient, and effective e-public services. It was then recommended that the Nigerian government should provide the necessary infrastructure that will aid the successful implementation of e-governance in Nigeria's public service. Also, Nigeria's public servants must show a high level of e-readiness in their operations<sup>160</sup>

Another study was conducted on challenges of e-governance in public service delivery in Ghana. The study highlighted that the government of Ghana has taken steps and initiatives to provide speedy and quality services to Ghanaians through e-governance, but the success of e-governance depends on the availability of legal frameworks and policies backed by proactive measures. The purpose of the study is to review and understand the e-governance strategies applied in Ghana's public service delivery and the challenges associated with the implementation of these e-governance initiatives. Dwelling on secondary data, the study's findings indicates that several polices and frameworks support e-governance initiatives in Ghana, but their implementations are burdened with social, cultural, political, and legal constraints<sup>161</sup>.

A study was conducted to examine the prospects and challenges of e-governance in public service delivery in the case of Fitch Town Land administration, North Shoa Zone, Oromia Regional State. The study employed a descriptive type of research design to describe the prospects and challenges of e-governance in Fitch town land

administration. This study was combining both a quantitative approach and a qualitative approach. The target population of the study is both the customer and employees of land administration in Fitch town. The sampling technique was census method for the employees and convenience sampling for the customer of the sector. Generally, 112 participants are applied to this study from both employees and customers of the sector. The data collected from participants of the study were analyzed through descriptive statistical methods such as frequency and percentage.

The study revealed that e-governance is a new concept and infant ages in the public service delivery, especially in the Fiche town land administration sector. It reveals that there is a low status of e-governance in the sector. Even if e-governance is on the infant age in the sector it gives many contributions in service delivery in the sector like save time, reduce bribery, increase transparency and accountability in the sector. The research found that infrastructure like internet access was the major significant challenging issue in the success of e-governance system in the sector and Lack of training was also one of the main obstacles to success egovernance in the selected sector. Therefore, the study recommended that the sector should mainly focus on the clarity in terminology is important not just to academics. It is also important for politicians and others engaged in the development of public policy on the utilization of ICT in government. This study also recommends that training is important for the success of e-governance in the land administration sector<sup>162</sup>.

In a study titled, factors enhancing e-government service gaps in a developing country context. The study examines e-government momentum gathered in public service delivery. No country has been left untouched in the implementation of e-government. Several government departments and agencies are now using information and communication technology (ICTs) to deliver government services and information to

citizens, other government departments, and businesses. However, most of the government departments have not provided all of their services electronically or at least the most important ones. Thus, this creates a phenomenon of e-government service gaps. The objective of this study was to investigate the contextual factors enhancing e-government service gaps in a developing country. To achieve this aim, the TOE framework was employed together with a qualitative case study to guide data collection and analysis. The data was collected through semistructured interviews from government employees who are involved in the implementation of e-government services in Zimbabwe as well as from citizens and businesses. Eleven (11) factors were identified and grouped under the TOE framework. This research contributes significantly to the implementation and utilisation of e-government services in Zimbabwe. The study also contributes to providing a strong theoretical understanding of the factors that enhance e-government service gaps explored in the research model<sup>163</sup>.

In a study conducted on e-government to citizens model and service delivery by government of Kenya examine the important of ICT in the achievement of government's operations effectiveness and efficiency. There has been a multi-million dollar ICT-support initiative by the kenyan government and World Bank which aims at improving government service delivery. However, there still exists a high failure rate of other government ICT projects. Moreover, there has been an increase in ineffective and inadequate use of e-government services regardless of several developments in e-government in most developing countries.

The study adopts the government to citizen's model. The research sought to determine the influence of E-Government to citizen's model on service delivery at Embu Huduma Centre. This study is grounded on Unified theory of acceptance, technology adoption model theory. The study targeted all government agencies offering their services at the

centre which comprised of all 56 frontline officers. This made it to be a census study. The study established that the E-citizen portal had greatly influenced service delivery. Further the findings from the correlation analysis indicated that there was significant and progressive influence on E-government to citizen model on service delivery as it had resulted into improved customer satisfaction. The study recommends that further research can be done in other huduma centers across the Country to help in comparison and expansion of the study findings<sup>164</sup>.

Also, in a study titled, service delivery challenges in Protea Glen, Johannesburg, examines the status of service delivery and institutional measures for improvement in Protea Glen. Protea Glen is located in the north of Lenasia and west of Soweto. The face value of Protea Glen is massively disappointing, as the streets are dirty, sewerage pipes are always leaking, rubbish is dumped on every street corner and the streets have potholes and are in a poor condition. The study was based in Protea Glen, Region D: wards 13 and 135. It falls within the City of Johannesburg Metropolitan Municipality in Gauteng province, South Africa. The study adopted a mixed-method data collection approach in conducting the research, which is a combination of qualitative and quantitative research approaches. The data were collected through semi-structured interviews and questionnaire surveys, supplemented with a literature and document review. The findings revealed several causal factors leading to poor access to water, poor sanitation, inappropriate sewerage services, lack of refuse collection and inadequate electricity services in Protea Glen. The study proposes recommendations, such as the use of effective technology, educating the community, improving communication and enhancing citizen participation, which all municipalities in general and Protea Glen in particular should take into consideration<sup>165</sup>.

A study was designed to examine the role of e-governance and service delivery in National Electoral Commission (INEC). In recent times, governments all over the world have adopted the use of Information and Communication Technologies (ICTs) to improve the quality of administration especially in the public sector. Using the survey research method, the study collected data by means of questionnaire which were administered to staff of National Electoral Commission (INEC). Data were analyzed using simple percentages. The study explores the emerging role of e-governance in promoting service delivery in the National Electoral Commission (INEC). The study concludes that for governments to achieve success in service delivery using e-governance, certain measure must be taken to ensure proper implementation of ICT policies in order to achieve the desired goals and to serve the citizens better. It therefore recommends that Independent National Electoral Commission (INEC) should embrace e-governance by promoting the use of ICT facilities among the citizens and government agencies and to make policies that would sustain ICT projects in order to achieve efficiency and effectiveness in the public sector<sup>166</sup>.

Another study was conducted on e-government and public service delivery in Nigeria. As noted in the study, the innovation in ICTs and the resulting emergence of the internet were strong drivers for shifting to an information era from the industrial age. In this movement, nations found succour in using information technologies for service delivery and this becomes the most significant epoch in the history of governance transformation. Despite the huge commitment of the government towards the e-government project in Nigeria, significant growth is not yet recorded on the use of ICT in governance as evidenced in the 2018 recent ranking by the United Nations on e-Government global ranking and assessment, Nigeria was positioned on 143rd of the 193 United Nation Member States. The study therefore sought to investigate the

reasons for the poor performance in the sector. This was done through secondary data collected with a structured interview from ICT directors of eight (8) purposively selected Federal Agencies in Nigeria. With due use of thematic analysis of the interview data, the study found that the challenges confronting e-government implementation in Nigeria were national challenges such as infrastructural deficiency, ICT illiteracy in addition to peculiar challenges like data privacy, security concerns. The study thus concluded that unless these problems are tackled, the likelihood of having a successful e-government implementation in Nigeria would remain a mirage<sup>167</sup>.

A study assessed e-governance and service delivery in the Nigeria civil service. It examines the advent of information communication technology has made the activities of government more accessible to the governed while the traditional barrier of distance becomes tractable through the modern approach of communication. Application of e-governance has been a potent instrument in easy spreading of information, consultation, and enhancing citizen's participation, sending feedback to the citizens, monitoring and evaluating government projects and making government accountable and transparent in its total political engagements. This study is therefore an attempt at determining the extent e-governance implementation has enhanced administrative efficiency in the Nigeria Civil Service and to ascertain whether the implementation of e-governance has helped to reduce corruption in the Nigeria Civil Service. The study relied on modernization theory and qualitative research method as data that formed major part of the study were generated from secondary sources. The study findings reveal that e-governance has made service delivery easier which is evident in the ways and manner the old methods have been transformed and researchers recommend for Nigeria's public service to show high level of e-readiness in their operations on one part and

government adequate provision of necessary infrastructure; enact Information and Communication Technology for successful implementation on the other part<sup>168</sup>.

A study examines effect of e-governance strategic implementation on public service delivery in Nigeria. As noted in the study, the public sector management in Nigeria has numerous challenges in providing effective public services, particularly in the developing economies, as these services are provided through manual working systems, with lower level of transparency and accountability. The main objective of this study is to examine the effect of e-Governance on public sector delivery in South-East Nigeria: focusing National Youth Service Corporations (NYSC). The specific objectives are to: (1) ascertain the effect of e-Administration on public service delivery in Nigeria. (2) investigate the effect of e-registration on public service delivery in Nigeria. The research design of the study was sample survey method. The population of this study comprises of the 10,000 Corp members. The sample size was 324. Research questions were answered using mean score and standard deviation. The hypotheses stated were tested using single regression analysis. The following are the major findings of the study: (1) The study revealed that e-Administration has significant effect on public service delivery in Nigeria since e-Administration improves job performance in NYSC office and fosters the achievement of organizational goals and e-administration connects government with other world and enhance citizens participation in Government because observed values of t – statistics (6.026) was greater than its critical values (0.000). (2) The study revealed that e-Registration has significant influence on public service delivery in Nigeria since e-Registration eradicate duplication of Corp member entries thereby enhance transparency and accountability and e-Registration reduces stress of long queuing in NYSC office for registration because observed values of t – statistics (13.003) was greater than its critical values

(0.000). The study concluded that there is significant positive effect of e-Governance on public service delivery in Nigeria especially in National Youth service Corporation (NYSC). The study recommended that government should also enact ICT laws that will make computer literacy a compulsory aspect for every public or civil servant both at the local, state and federal levels. The policy should also include creation of ICT awareness with computer literacy programmes among public servants<sup>169</sup>.

A study examined e-governance and its interventions to effective public service delivery in Kenya. This study explores the nature, aim and scope of e-governance, specifically in terms of the need to extend its relevance and benefits to the level of public service delivery in the interest of both the government and the public, specifically in relation to Kenyan scenario. The study employs a qualitative research design approach and discusses the concepts of public administration, governance and electronic service delivery thereby creating a distinction among the various variables. It builds a vivid understanding of the underlying impact of electronic governance on public management through various scholarly dimensions from different theoretical thoughts. The findings of this study elucidate a rapid investment in e-governance in most developing countries. Many countries have now embraced the use e-governance as a step stone to increase efficient, effective, equitable, reliant and transparent, public sector service delivery. The study further revealed that e-governance remains a powerful enabling tool with capacity to help government achieve with relative ease development and administrative reforms inconformity with vision 2030 blueprint agenda in Kenya<sup>170</sup>.

The adoption of e-government services in Nigeria using UTUAT Model was assessed in a study. Electronic government implementation in many developing countries are still evolving and its realisation depends on government provisions and users' adoption of

the electronic services. This study aims to investigate citizens' adoption of e-government services in Nigeria using the Unified Theory of Acceptance and Use of Technology model (UTUAT). A survey data was collected from 989 citizens of Nigeria from Public and Private sectors. The empirical finding shows that effort expectancy; performance expectancy; and social influence determine citizens' behavioural intention. Additionally, facilitating conditions, effort expectancy and behavioural intentions determine citizens' use of e-government services. Suggestions for decision makers and areas for further research are also considered<sup>171</sup>.

A study aims to examine influence of e-government on service delivery in Nairobi district land registry, Kenya. The study adopted a descriptive survey research design. The target population comprised of the Nairobi district land registry top management and staff. The researcher used stratified random sampling and simple random sampling where 30% of the target population representative of the entire population was studied. Questionnaires with close-end questions and likert scales were used as the research instrument by being administered to the respondents and collected after due completion by the researcher. The collected data was analyzed using Statistical Package for the Social Sciences (SPSS version 23) frequencies, percentages, means, standard deviations and regression analysis. Results from regression model confirmed that technology and staff training positively affect service delivery. It was established that indicators of staff training which included skills and expertise, motivation, seminars and workshops to a great extent influence service delivery as shown by high positive beta coefficient from the regression model. The study established that enforcement and compliance of ICT policies can be improved through the top management commitment. Finally, technology was determined from the findings to be the most significant variable that affects service delivery through e-government systems. The study also concluded that

public organization had adequate ICT infrastructure necessary for service delivery to the citizens. The researcher recommended that organization should facilitate continuous and regular seminar and workshops on new technologies or systems being implemented to improve service delivery. The study recommended that the government should invest in advanced technologies and modern ICT infrastructures to ensure efficient and quality service delivery to the citizens<sup>172</sup>.

Framework for e-governance to improve service delivery for local authorities in South Africa was examined in a study. The aim of this study is to examine and explain the uptake and usage of ICT by citizens, assess and explain the services offered to citizens, and examine existing e-governance and e-government theories and practice in order to draw lessons from where it is successful in order to develop e-governance framework for service delivery for local authorities in South Africa. The increased use of ICT as part of e-governance has given birth to new governance in South Africa municipalities for better service delivery to citizens.

This study uses the Technology Acceptance Model, the Synthesized Stage Model and the Interactive-Service Model to establish the uptake and usage of ICT by citizens. Mixed method research was conducted through questionnaires and interviews from three (3) Metropolitan Municipalities and three (3) Local District Municipalities in the Gauteng Province of South Africa. 600 questionnaires were distributed to citizens and six (6) executive members from municipalities were interviewed. Data collected through questionnaires was analysed using Statistical Package for the Social Sciences software. Factor analyses were performed on internet usage and connectivity, municipality services, service delivery output, impact of e-governance and e-governance outcome. Data from interviews was analysed using Atlas. 7 and eleven (11)

themes emerged. Results of quantitative study found that respondents who participated in the study have the same knowledge on the use of ICT tools as part e-governance.

Results of qualitative study revealed that e-governance should be looked at through the lens of a full ecosystem that enables citizens, business and Small to Medium Enterprises to interact with government using full range of electronic media. The study found that Metro Municipalities in South Africa are implementing e-governance as a full ecosystem by investing in ICT through various applications and platforms that allow citizens to access online services from municipalities. Results indicated that Metro Municipalities in South Africa are taking a new landscape by moving from just 'governance' to 'e-governance' by allowing public participation through technology and engaging Public-Private-Partnership in rolling out ICT initiatives.

Results from this research contribute to the body of knowledge for low uptake and usage of ICT by citizens at local government level in South Africa by providing an insight into the underlying challenges. The study provides a theoretical and practical insight on factors why local authorities are offering poor service delivery to their citizens in South Africa. The study also assesses the relevance and validity of e-governance and e-government theories and practice in service delivery in South Africa. The study managed to develop an e-governance framework for improving service delivery for local authorities in South African context<sup>173</sup>.

Electronic governance and service delivery in selected Ministries in Ebonyi state, Nigeria was assessed in a study. The study was to find out the extent electronic governance facilitates service delivery in Ebonyi State Bureaucracies. The study also finds out the extent the adoption of electronic governance aids record keeping/tracking of events in Ebonyi State Bureaucracies/Ministries; Examine the extent the adoption of

electronic governance encourages accountability and transparency in Ebonyi State Bureaucracies/Ministries and Determine the extent the adoption of electronic governance encourages quality service delivery in implementing the projects and programmes of Ebonyi State Bureaucracies/Ministries<sup>174</sup>.

This theory tries to elucidate the implication of Technology/ Internet in the various spheres of life in the contemporary society. The research design adopted is a descriptive survey design. The instrument used in generating data in the study is questionnaire. The following are some of the main findings made in the study: Electronic government makes an impact on the knowledge of the society as well as on the literate level of the society. Electronic governance is very beneficial to the people who have electricity. The adoption of electronic governance in running the affairs of the ministries brings about effective service delivery in the state. It helps in defining and re-defining the current vision and mission of the government. The adoption of electronic governance curtails the level of corruption and encourages accountability and transparency in governance since it is a mechanism for carrying out proper internal and external auditing in government<sup>175</sup>. The adoption of electronic government in Bureaucracies helps in facilitating the formulation of strategies for project and programme implementation in the states. The research has the following recommendation: The government of Ebonyi State should adopt therefore electronic governance in order to institutionalize in the state for real budget tracking in the state. Government should adopt the use of electronic governance in the state since it brings about significant improvement in governance through accountability and transparency; detects and prevents poor service delivery, curtails unnecessary waste, as well as arbitrary and captious behavior in Bureaucracies. Government should employ both qualitative and quantitative manpower who are experienced in the electronic governance in the Bureaucracies so that the

programmes and projects of the government will always be effectively and efficiently carried out<sup>176</sup>.

Electronic governance: an overview of opportunities and challenges was examined in a study. As noted in the study, technology is changing our world at an astonishing pace. One of the features of technological development is its great contribution to enhance e-governance. E-governance is introduced as a mean to reduce costs, improve services for citizens and increase effectiveness and efficiency of the public sector. The purpose of this study is to examine the potential opportunities of e-governance as well as the challenges encountered it<sup>177</sup>.

A study examined the effect of e-governance usage on service delivery in tertiary institutions in Oyo township of Southwest Nigeria. A descriptive survey design was employed and population of the study consists of staffs and students in four tertiary institutions in OyoTownship. A proportional random sampling technique was used to select two thousand respondents from the population of the study. One research hypothesis was formulated for the study. An adapted self-designed questionnaire was used to collect data from the respondents. Out of the 2000 questionnaires administered only 1950 were returned. Data collected were analysed using statistical package for social sciences (SPSS) to obtained frequency count and regression analysis test. The results of the study showed that the use of e-governance has significant positive effect on the effectiveness and effective of services delivery in tertiary institutions in Oyo Township. Also, the use of e-governance has positive significant effect on the quality services delivery and also has positive significant effect on cost reduction of services delivery in tertiary institutions in Oyo Township. Finally, the results revealed that the use of e-governance has positive significant effect on good governance and customers' satisfaction of services delivery in tertiary institutions in Oyo Township. The study

recommends that government must provide adequate infrastructures for the implementation of e-governance for all the tertiary institutions in the country. Egovernance platforms implemented by the government must be robust, accessible 24/7 and easily affordable to both the staff and students<sup>178</sup>.

A study examined the e-governance implementation in Nigeria using the technology acceptance model. The study is qualitative in nature and relies on secondary sources for data collection and the discussion that followed. The study found that there are certain obstacles that hinder the adoption and effective implementation of e-governance that would have engendered qualitative service delivery in public sector organizations in Nigeria. It is in line with the foregoing, that this study concludes that tackling the obstacles to e-governance adoption, implementation is key to the achievement of better public service delivery. The study therefore recommends the sensitization of public servants on the importance and benefits of adopting and implementing e-governance in their administrative and organizational processes that will ultimately lead to improved service delivery in Nigeria among others<sup>179</sup>.

In a study titled, influence of e-governance strategy on service delivery in devolved units: a case study of Kisii county, Kenya. The study examines e-government is a massive, automated project that uses Information and Communication Technologies (ICTs) to promote more efficient and effective of government, facilitate more accessible government services, and make government more accountable to citizens. In Kenya, e-government was introduced to make service delivery effective. However, statistics indicate that service especially in the devolved units that were instituted by the new Constitution of 2010 is poor. Kisii County has ranked poorly in service delivery too. The present study therefore sought to link e-governance strategy to service delivery in Kisii County. The main objective of this study was therefore to assess the effect of e-

government strategy on service delivery in devolved units using Kisii County as a case study. Results show e-procurement strategy has a positive significant influence on service delivery in Kisii County; e-tax has an insignificant effect on service; ehealth has a positive significant influence on service delivery, and e-human resource management has a positive significant effect on service delivery in Kisii County.

It is concluded that e-procurement strategy is important in improving service delivery in Kisii County; use of electronic means in tax matters does not improve service delivery in Kisii County; service delivery is highly dependent on making health systems electronic, and; ehealth is an important positive and significant predictor of service delivery in Kisii County. It is recommended that Kisii County emphasizes the use of e-procurement in its quest to improve service delivery; the County management increase the use of electronic means in delivery of health services, and management improves the use of electronic means in human resource management in its effort to improve service delivery. The findings of the study may benefit policy makers in new policy formulation, investors on how to partner with the County in e-government decisions and future researchers in the area of e-government studies for theory formulation<sup>180</sup>.

E-Government, a tool for service delivery in Botswana's Local Authorities was assessed in a study. The study examine government of Botswana has spent billions of Pulas since the inception of e-government project in 2012. The country is in pursuit of better service delivery as it owes it to the people. However, just like other countries, New Public Management (NPM) brought in exciting reforms, e-government included. This study aims to find out challenges faced by local authorities when delivering services through the Information Communication Technology (ICT). This was a qualitative research which used secondary data sources. The findings of the study showed that it is close to a decade since the inception of e-government yet there are still complaints on

service delivery. In this era e-government remains key in ensuring that there is good service delivery however challenges such as poor infrastructure, mishandling of e-government funds, language barrier, lack of trust, lack of financial autonomy of local authorities continue to limit e-governments effectiveness in the local authorities<sup>181</sup>.

E-governance as the way of simplifying and speeding up service delivery was examined in a study. As noted in the study, e-government is one of the terms that are referenced more often in this age of digital technology and innovation. E-government is short for electronic government and refers to the use of internet and web to deliver government information and services to the citizens. E-government globally is used to simplify and speed up service delivery to the communities. There are countless benefits that come with e-government services if it is strategically implemented to help the government deliver basic services to the people. Accountability is one of the cornerstones of good governance; however, it can be difficult for scholars and practitioners to navigate the myriad of different types of accountability.

Most countries are multi-cultural and are homes to other citizens which make population rate to increase tremendously and that results into slow or even poor government services deliveries. Moreover, basic services to community members has been a burden as many people complain of long queues to accessing government services in good time and with less hassle. With the shortage of trained staff, many citizens are always complaining of poor government services deliveries and attitudes. Very few government services are responding to e-governance as the best option to bridge the gap. As many people are Digital Citizens and have access to the internet connection almost anywhere around them, they can use their smart phones, cloud computing, tablets and other internet enabled devices to access information and respond to it. This paper hopes to establish which platforms and open source software they can

employ to access government services to bridge the gap both formally and informally. It outlines the present debate, focusing on the definition and substance of different forms of accountability and considers the key role that legislatures play in ensuring accountability. We will further review the current status of e-government services, and present results from user surveys which highlight the benefits that people are gaining from this innovation<sup>182</sup>.

Research titled, electronic governance and service delivery in selected Ministries in Ebonyi State was carried out in a study. The main objective of this study is to find out the extent electronic governance facilitates service delivery in Ebonyi State Bureaucracies. In specific terms, the objective of this study is to: Find out the extent the adoption of electronic governance aids record keeping/tracking of events in Ebonyi State Bureaucracies/Ministries; Examine the extent the adoption of electronic governance encourages accountability and transparency in Ebonyi State Bureaucracies/Ministries and Determine the extent the adoption of electronic governance encourages quality service delivery in implementing the projects and programmes of Ebonyi State Bureaucracies/Ministries.

This theory tries to elucidate the implication of Technology/ Internet in the various spheres of life in the contemporary society. The research design adopted is a descriptive survey design. The instrument used in generating data in the study is questionnaire. The following are some of the main findings made in the study: Electronic government makes an impact on the knowledge of the society as well as on the literate level of the society. Electronic governance is very beneficial to the people who have electricity. The adoption of electronic governance in running the affairs of the ministries brings about effective service delivery in the state. It helps in defining and re-defining the current vision and mission of the government. The adoption of electronic governance curtails

the level of corruption and encourages accountability and transparency in governance since it is a mechanism for carrying out proper internal and external auditing in government. The adoption of electronic government in Bureaucracies helps in facilitating the formulation of strategies for project and programme implementation in the states.

The research has the following recommendation: The government of Ebonyi State should adopt therefore electronic governance in order to institutionalize in the state for real budget tracking in the state. Government should adopt the use of electronic governance in the state since it brings about significant improvement in governance through accountability and transparency; detects and prevents poor service delivery, curtails unnecessary waste, as well as arbitrary and capricious behavior in Bureaucracies. Government should employ both qualitative and quantitative manpower who are experienced in the electronic governance in the Bureaucracies so that the programmes and projects of the government will always be effectively and efficiently carried out<sup>183</sup>.

In a study conducted on e-government service delivery through a service chain dimension. The study examined how information is generated and exchanged between stakeholders in an e-government service chain to generate value for citizens. This case study applies the concept of service chains to empirically explore: a) how internal and external business activities in local government authorities (LGAs) contribute to electronic service delivery, and b) the impact that internal and external stakeholders have on these activities. The case study found that the diversity of stakeholders involved and lack of appropriate mechanisms for information exchange and collaboration are posing the biggest challenges for efficient local e-government service delivery<sup>184</sup>.

A study examined service delivery effectiveness through e-governance between rural and urban Karnataka. The study considered e-governance to be one of the instruments by which corruption free, transparent administration is promoted. The country can achieve the objectives of India Vision 2032 provided corruption is arrested. E-governance expectations include a system of online and anywhere any time service delivery. It should be faster, easier, simpler than the traditional system and facilitate problem solving with ease using electronic systems. The Karnataka government is a forerunner in implementing e-governance projects that have brought in visible improvements in terms of efficiency and effectiveness.

IT has implemented milestone projects such as Bhoomi, Kaveri, KarnatakaOne, E-procurement, HRMS, Kswan, UID, Biometric, FMS, LMS, Khajane, Sarathi and Vahan. This paper aims to measure the effectiveness of implementation of such e-governance project in quantitative terms by developing suitable index. Attempts have been made in this paper to compare the service delivery effectiveness in rural and urban places. Data from 2000 beneficiaries, 450 officials have been collected across all the 30 districts in Karnataka<sup>185</sup>.

A study examined Nigeria's status on the global ranking and to examine possible challenges impeding the proper implementation of e-governance in the Nigerian public sector. The study was situated within the ambit of the Technological Determinism and Modernisation Theory. This study follows the conceptual and empirical research approach which focuses on examining the secondary data. The study revealed that Nigeria is ranked 5th among countries in West Africa and 141 globally on the UN EDGI 2020. The challenges of e-governance in Nigeria include limited power supply; inadequate Infrastructural facilities; digital divide; corruption in public office; budgeting and financial costs; human expertise. The study concluded through the EGDI

that Nigeria is yet to attain its best in the drive for viable, transparent, efficient, and effective e-public services. It was then recommended that the Nigerian government should provide the necessary infrastructure that will aid the successful implementation of e-governance in Nigeria's public service. Also, Nigeria's public servants must show a high level of e-readiness in their operations<sup>186</sup>.

## 2.4 Conceptual Framework

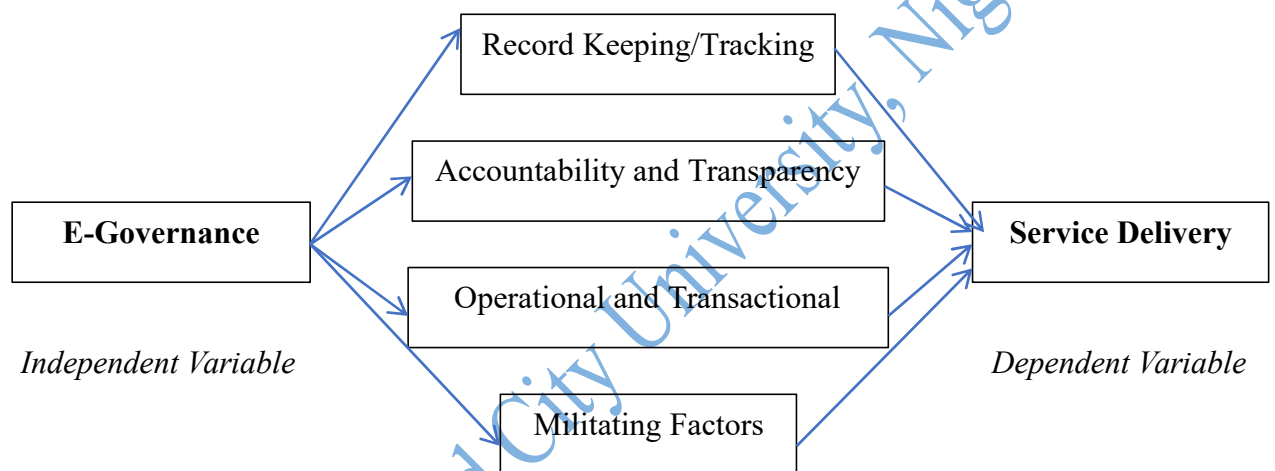


Figure 2.1: Conceptual Representation of E-Governance and Service Delivery

## 2.5 Summary of Gaps in Literature Reviewed

E-governance which means electronic governance is the act of using information and communication technologies at various levels of government. Across the global many scholars have reviewed and evaluated the importance, prospects, and challenges of Egovernance. In a study on e-governance and public service delivery on Joint Admission and Matriculation Board [JAMB] South- East, Nigeria. The study revealed that there is a significant relationship between e-governance and service quality in JAMB. The study recommended that public sector agencies should as a matter of policy develop a positive service culture and set up e-governance implementation committees

that will work out modalities for effective implementation of the concept with performance evaluation.

Another study conducted on the effect of e-Governance on public sector delivery in SouthEast Nigeria which focused on National Youth Service Corporations (NYSC). The study revealed that e-Registration has significant influence on public service delivery in Nigeria since e-Registration eradicate duplication of Corp member entries thereby enhance transparency and accountability and E-Registration reduces stress of long queuing in NYSC office for registration.

Likewise, in a study on service delivery effectiveness through e-governance between rural and urban Karnataka. The findings showed that E-governance facilitate problem solving with ease and transactions are faster, easier, simpler than the traditional system. Also, a study was conducted to examine the prospects and challenges of e-governance in public service delivery in the case of Fitch Town Land administration, North Shoa Zone, Oromia Regional State. The study revealed that e-governance is a new concept and infant ages in the public service delivery, especially in the Fiche town land administration sector. It reveals that there is a low status of e-governance in the sector. Even if e-governance is on the infant age in the sector it gives many contributions in service delivery in the sector like save time, reduce bribery, increase transparency and accountability in the sector.

However, this study seeks to be different by examining the e-compliance of the Oyo State Ministry of Works and Housing for the purpose of e-governance and investigate the impact of e-governance on the service delivery. The study is anchored on technology acceptance model, new public management and neo-institutional theory.

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## **Chapter Three**

### **Methodology**

This chapter presents the methodology to be employed in carrying out the research work in order to achieve the stated objectives of the study. The chapter discussed the population of the study, sample size, sampling methods, research design, also, methods of data collection and analysis.

#### **3.1 Research Design**

The study will adopt the descriptive survey research design which is largely predicated on the use of primary sources of information. Descriptive survey research uses a survey to gather data about varying subjects.

#### **3.2 Population of the Study**

The population of a study refers to the entire group from which a researcher intends to draw conclusions. In the context of this research, the study's population encompasses the entirety of the Ministry of Works and Housing in Oyo State. This government entity comprises a substantial workforce, with more than 815 individuals, representing the total population under investigation for this study<sup>1</sup>.

#### **3.3 Sample and Sampling Techniques**

This study will adopt the purposive sampling techniques. It is a sampling method whereby the researcher chooses respondents by certain characteristics or behaviour. The researcher will administer copies of questionnaire to staff of Oyo State Ministry of Works and Housing.

A sample population for the study is drawn using Yamane's formula denoted by:

The formula is as follows:

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

Where:

- n = Sample size
- N = Total population size (in your case, the population of the Ministry of Works and Housing in Oyo State, which is 815)
- e = Margin of error (expressed as a decimal, for example, 0.05 for 5%)

Let's assume you want a 5% margin of error (0.05). You can plug these values into the

$$n = \frac{815}{1 + 815 \cdot (0.05)^2}$$

Calculating it:

$$n = \frac{815}{1 + 815 \cdot 0.0025}$$

$$n = \frac{815}{1 + 2.0375}$$

$$n \approx \frac{815}{3.0375}$$

$$n \approx 268.31$$

The estimated sample size using Yamane's formula is approximately 268.31. Since we cannot have a fraction of a person in sample, we round up to the nearest whole number.

Therefore, the sample size is approximately 269.

As a result, the sample size is approximately 268. To increase the response rate, 30% of the sample size, was added to the estimated sample. This method has been used by researchers to improve their response rate<sup>2</sup>. As a result, 348 staffs of Oyo State Ministry

of Works and Housing. Hence, 348 copies of the questionnaire were distributed to the participants.

### **3.4 Description of Research Instrument**

Structured questionnaire will be used in this study to get data from the respondents. Questionnaire is a research tool that is mostly used in a survey or statistical analysis study which consists set of questions in different formats. Primarily, it is used in research to ask the participants general and close-ended questions.

### **3.5 Validity of Research Instrument**

To ensure that the research instrument is valid, it will be properly scrutinized by the project researcher supervisor and an independent expert from the field so as to ensure that the content is well covered and for constructive criticism. The instrument which is the questionnaire for this study will be validated by researcher's supervisor and other lecturers in the Department of Politics and International Relations, Faculty of Environment, Management and Social Sciences, Lead City University who made corrections.

### **3.6 Reliability of Research Instrument**

The scale's reliability was ascertained through the Test-retest method with the pilot study conducted on 58 staff of Oyo State Ministry of Works and Housing. Using Cronbach alpha, at 0.05 level of significance, the reliability co-efficient value of 0.80 was obtained using the Pearson product-moment correlation (PPMC) statistics. This thus reflected the appropriate adequacy of the instrument and adjudged the questionnaire as valid and reliable.

### **3.7 Administration of Instrument and Method of Data Collection**

Copies of the questionnaire will be administered to the sample drawn from the population. The researcher will administer the research instruments with the help of well-trained research assistants to ensure the questionnaire are distributed accurately and for prompt retrieval.

### **3.8 Method of Data Analysis**

The data collected through the questionnaires will be coded, collated, scored, and analysed for this study. The descriptive statistical tools will be employed including frequency counts, tables, simple percentages, charts, mean and standard deviation. The hypothesized relationships will be tested and computed using inferential statistics through the Statistical Package for Social Sciences (SPSS).

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## **Chapter Four**

### **Results and Discussion of Findings**

The chapter provides empirical information concerning the result of the data analysis with respect to data description, interpretation of the result of the hypotheses tested and the discussion of the study's implications within extant literature. The purpose of this research is to assess E-governance and service delivery in the Ministry of Works and Housing, Oyo State from 2012 – 2022. This research was carried out via questionnaire in order to acquire the necessary information for this purpose. The study adopted the SPSS version 25 for the descriptive statistics and inferential statistics to analyze the data.

#### **4.1 Presentation of Demographic Data Analysis**

##### **4.1.1 Response Rate**

A total of three and hundred and forty eight (348) copies of questionnaire were administered, and three hundred and five (305) copies were returned. After sorting the questionnaires only two hundred and sixty nine (269) copies were certified as duly filled and considered usable. The useable questionnaire represented 77.3% response rate. The high response rate was recorded as the researcher administered the instruments with the help of research assistants who put concerted efforts to regularly visit the respondents to request them to fill the instrument. The response results are presented in Table 4.1.

**Table 4.1.1: Response Rate**

Responses	Frequency	Percent
Completed usable copies of questionnaire	269	77.3%
Unusable, unreturned and disqualified questionnaires	79	22.7%
Total	348	100%

*Source: Field Survey Results, 2023*

#### 4.1.2 Demographic Data of Respondents

This presents the demographic information of the respondents of this study. This section consists of background and respondents' information that describes basic characteristics such as gender of the respondents, age, marital status, qualification, and length of service. To this effect, the results are presented in Table 4.2.

**Table 4.1.2 Demographic Characteristic of Respondents**

Variables	Category	Frequency	Percentage
Gender	Male	139	51.67%
	Female	130	48.33%
Age	21-30 years	67	24.91%
	31-40 years	100	37.17%
	41-50 years	70	26.02%
	Above 51 years	32	11.90%
Marital status	Single	79	22.7%
	Married	206	59.2%
	Divorced	45	12.9%
	Widowed	18	5.2%
Qualification	SSCE	21	7.81%
	NCE/ND	35	13.01%
	HND/BSc	126	46.84%
	PG/MBA/MSC/MA	78	28.99%
	PHD	9	3.35%
Duration/Length of Service	Less than 5 years	68	25.28%
	6-10 years	91	33.83%
	11-15 years	74	27.51%
	Above 16 years	36	13.38%

*Source: Field Survey Results, 2023*

Table 4.2 presents the demographic and personal profile of respondents used for this study. Demographic and personal profile of respondents as shown in table 4.2. Gender of the respondents indicated that the male counterpart participated more in this study, which represents 51.67% of the sample size, while the female counterpart represent 48.33%. Profile of age indicated that 67 respondents representing 24.91% were between 21-30 years, 100 respondents representing 37.17% were between 31-40 years, 70 respondents representing 26.02% were between 41-50 years, while 11.90% of the respondents are above 50 years of age.

The findings indicate that most of the respondents were between 31-40 years. Also, 79 respondents representing 22.7% were single, 206 respondents representing 59.2% were married, 45 respondents representing 12.9% were divorced, and 18 respondents representing 5.2% are widowed. Furthermore, 21 respondents representing 7.81% had SSCE, 35 respondents representing 13.01% had NCE/ND, 126 respondents representing 46.84% had HND/BSc, 78 respondents representing 28.99% had PGD/MBA/MSC/MA, and 9 respondents representing 3.35% had PhD. In addition, 68 respondents representing 25.28% has less than 5 years length of service, 91 respondents representing 33.83% has length of service between 6-10 years, 74 respondents representing 27.51 respondents has length of service between 11 – 15 years, while 36 respondents representing 13.38% has length of service above 15 years.

## 4.2 Presentation of Research Questions

### 4.2.1 Research Question One: To What Extent Has the Adoption of E-governance Aids Record Keeping/Tracking of Events in Oyo State Ministry of Works and Housing?

**Table 4.2.1.1 Understanding of E-Governance and Public Service Delivery**

Response	Frequency (Count)	Percentage (%)
Yes	187	69.52%
No	82	30.48%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

From Table 4.2.1.1, findings revealed that approximately 69.52% of the respondents (187 individuals) indicated that they have an idea of what e-governance and public service delivery are, while 30.48% of the respondents (82 individuals) reported that they do not have an idea of what e-governance and public service delivery entail. This analysis shows that a majority of the respondents have some level of understanding of e-governance and public service delivery, while a notable portion indicated a lack of familiarity with these concepts. Understanding the baseline knowledge of respondents regarding these topics can be valuable for further analysis related to the impact of e-governance on record keeping and tracking of events in the Oyo State Ministry of Works and Housing.

**Table 4.2.1.2 Use of Information Communication Technology (ICT) in the Sector**

Response	Frequency (Count)	Percentage (%)
Yes	210	78.07%
No	59	21.93%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.1.2 shows the analysis of respondents' use of information communication technology (ICT) in their respective sectors within the Oyo State Ministry of Works and Housing. Findings revealed that approximately 78.07% of the respondents (210 individuals) indicated that they are using ICT in their sector, and about 21.93% of the respondents (59 individuals) reported that they are not using ICT in their sector. This analysis suggests that a significant majority of the respondents are currently utilizing ICT in their sectors within the ministry. Understanding the extent to which ICT is being employed can provide valuable insights into the potential adoption and impact of e-governance on record keeping and tracking of events in the ministry.

**Table 4.2.1.3 Frequency of Using ICT in Record Keeping/Tracking**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
Always	112	41.63%
Sometime	92	34.20%
Rarely	45	16.73%
Never	20	7.43%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.1.3 represent the analysis of respondents' frequency of using information communication technology (ICT) in record keeping and tracking events within the Oyo State Ministry of Works and Housing. The result reveals that approximately 41.63% of the respondents (112 individuals) reported that they always make use of ICT in their record keeping and tracking, 34.20% of the respondents (92 individuals) indicated that they use ICT in record keeping and tracking events sometime, 16.73% of the respondents (45 individuals) mentioned that they rarely use ICT for record keeping and tracking, while 7.43% of the respondents (20 individuals), stated that they never use

ICT for record keeping and tracking. This analysis suggests that a significant portion of the respondents utilize ICT to some extent in their record keeping and tracking activities within the ministry.

**Table 4.2.1.4 Effectiveness of Using ICT in Record Keeping/Tracking**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
Extremely effective	97	36.06%
Very effective	92	34.20%
Slightly effective	53	19.70%
Not effective	27	10.04%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.1.4 represent the analysis of respondents' perception of the effectiveness of using information communication technology (ICT) in record keeping and tracking events within the Oyo State Ministry of Works and Housing. Findings reveal that approximately 36.06% of the respondents (97 individuals) consider the use of ICT in their record keeping and tracking activities to be extremely effective, 34.20% of the respondents (92 individuals) perceive the use of ICT as very effective in their record keeping and tracking processes, 19.70% of the respondents (53 individuals) find ICT to be slightly effective in their record keeping and tracking tasks, and 10.04% of the respondents (27 individuals), believe that the use of ICT is not effective in their record keeping and tracking.

This analysis suggests that a significant proportion of the respondents view the use of ICT as effective in their record keeping and tracking activities, with the majority finding it either extremely effective or very effective. These positive perceptions of ICT

effectiveness can be indicative of the potential benefits of e-governance in aiding record keeping and tracking events within the ministry.

**Table 4.2.1.5 Current Use of Electronic Systems/Software for Record Keeping**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
Yes	215	79.93%
No	54	20.07%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.1.5 reveals the analysis of respondents' current use of electronic systems or software for record keeping within the Oyo State Ministry of Works and Housing. The table reveals that 79.93% of the respondents (215 individuals) reported that they currently use electronic systems or software for record keeping in the ministry, while 20.07% of the respondents (54 individuals) indicated that they do not currently use electronic systems or software for record keeping. This analysis suggests that a significant majority of the respondents are currently using electronic systems or software for record keeping within the ministry. Understanding the existing use of electronic systems or software can be valuable for assessing the readiness and potential impact of e-governance in aiding record keeping and tracking events within the ministry.

**Table 4.2.1.6 Effectiveness Rating of Electronic Record-Keeping System**

<b>Rating</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
1 (Highly ineffective)	17	6.32%
2 (Ineffective)	35	13.01%
3 (Moderate)	63	23.42%
4 (Effective)	99	36.80%
5 (Highly effective)	55	20.44%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.1.6 reveals the analysis of respondents' rating of the effectiveness of the electronic record-keeping system in terms of tracking events and activities. It can be deduced from the table that 6.32% of the respondents (17 individuals) rated the system as highly ineffective (1 on the scale), 13.01% of the respondents (35 individuals) considered the system as ineffective (2 on the scale), 23.42% of the respondents (63 individuals) rated the system as moderately effective (3 on the scale), 36.80% of the respondents (99 individuals) perceived the system as effective (4 on the scale), and, approximately 20.44% of the respondents (55 individuals) rated the system as highly effective (5 on the scale). This analysis shows that a significant portion of the respondents view the electronic record-keeping system as effective, with a notable percentage considering it highly effective. However, there are also respondents who find the system to be less effective, indicating room for potential improvements.

**Table 4.2.1.7 Notice of Improvements in Accuracy and Accessibility of Records**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
Yes	175	65.06%
No	94	34.94%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.1.7 reveals that 65.06% of the respondents (175 individuals) reported that they have noticed improvements in the accuracy and accessibility of records since the adoption of e-governance in their department, and, 34.94% of the respondents (94 individuals) indicated that they have not noticed improvements in the accuracy and accessibility of records. This analysis suggests that a majority of the respondents have observed improvements in the accuracy and accessibility of records following the adoption of e-governance in their department. This indicates a positive impact of e-governance on record keeping and accessibility, aligning with the objectives of the study.

**Table 4.2.1.8 Received Training/Guidance on Using Electronic Systems**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
Yes	168	62.45%
No	101	37.55%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.1.8 reveals that 62.45% of the respondents (168 individuals) reported that they have received training or guidance on how to use electronic systems for record keeping and event tracking, and, 37.55% of the respondents (101 individuals) indicated that they have not received training or guidance in this regard. This analysis suggests that a majority of the respondents have received training or guidance on using electronic systems for record keeping and event tracking. Training and guidance can play a crucial role in ensuring the effective adoption of e-governance practices within the ministry, potentially aiding in improved record keeping and event tracking as per the research objectives.

**Table 4.2.1.9 Monetary Transaction Methods**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
Manually	82	30.48%
Electronically	125	46.47%
Both	42	15.61%
None	20	7.44%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.1.9 reveals that 30.48% of the respondents (82 individuals) reported that they make monetary transactions manually, 46.47% of the respondents (125 individuals) stated that they make monetary transactions electronically, 15.61% of the respondents (42 individuals) mentioned that they use both manual and electronic methods for monetary transactions, and 7.44% of the respondents (20 individuals), indicated that they do not engage in monetary transactions within their organization. This analysis suggests that a significant portion of the respondents make monetary transactions electronically, which aligns with the adoption of e-governance practices. The use of electronic methods for monetary transactions can contribute to enhanced accountability and transparency, addressing the objectives of the study.

**Table 4.2.1.10 Monetary Transaction Methods outside the Organization**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
Manually	94	34.94%
Electronically	104	38.66%
Both	50	18.59%
None	21	7.81%

<b>Total</b>	<b>269</b>	<b>100%</b>
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*Source: Field Survey Results, 2023*

Table 4.2.1.10 reveals 34.94% of the respondents (94 individuals) reported that they make monetary transactions outside their organization manually, 38.66% of the respondents (104 individuals) stated that they make monetary transactions outside their organization electronically, 18.59% of the respondents (50 individuals) mentioned that they use both manual and electronic methods for monetary transactions outside their organization, and, 7.81% of the respondents (21 individuals), indicated that they do not engage in monetary transactions outside their organization. This analysis suggests that respondents use a mix of manual and electronic methods for monetary transactions outside their organization, with a significant portion making such transactions electronically. The adoption of electronic methods can contribute to enhancing accountability and transparency in financial transactions beyond the organization, aligning with the objectives of the study.

#### **4.2.2 Research Question Two: How Has the Adoption of E-governance Encouraged Accountability and Transparency in Oyo State Ministry of Works and Housing?**

**Table 4.2.1. Extent of E-Governance Encouraging Accountability**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
High extent	105	39.03%
Moderate	89	33.09%
Low extent	40	14.87%
Never	35	13.01%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.1. reveal that 39.03% of the respondents (105 individuals) indicated that e-governance has encouraged accountability to a high extent in their organization, 33.09% of the respondents (89 individuals) reported that e-governance has encouraged accountability to a moderate extent, 14.87% of the respondents (40 individuals) mentioned that e-governance has encouraged accountability to a low extent, and, 13.01% of the respondents (35 individuals), indicated that e-governance has never encouraged accountability in their organization. This analysis suggests that a significant portion of the respondents perceive e-governance as contributing to accountability in their organization, with a majority reporting a high or moderate extent of accountability. However, there is a subset that sees a low extent or no impact on accountability. These findings contribute to understanding the role of e-governance in promoting accountability and transparency within the ministry.

**Table 4.2.1.2 Extent of E-Governance Encouraging Transparency**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
High extent	112	41.63%
Moderate	83	30.86%
Low extent	43	15.99%
Never	31	11.53%
Total	269	100%

*Source: Field Survey Results, 2023*

In table 4.2.1.2, 41.63% of the respondents (112 individuals) indicated that e-governance has encouraged transparency to a high extent in their organization, 30.86% of the respondents (83 individuals) reported that e-governance has encouraged transparency to a moderate extent, 15.99% of the respondents (43 individuals) mentioned that e-governance has encouraged transparency to a low extent, and, 11.53%

of the respondents (31 individuals), indicated that e-governance has never encouraged transparency in their organization. This analysis suggests that a significant portion of the respondents perceive e-governance as contributing to transparency in their organization, with a majority reporting a high or moderate extent of transparency. However, there is a subset that sees a low extent or no impact on transparency. These findings contribute to understanding the role of e-governance in promoting transparency within the ministry.

**Table 4.2.1.3 Observation of Changes in Accuracy and Timeliness of Financial Reporting and Auditing**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
Yes	153	56.87%
No	116	43.13%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

In table 4.2.1.3, findings revealed that 56.87% of the respondents (153 individuals) have observed changes in the accuracy and timeliness of financial reporting and auditing processes, indicating that they perceive positive effects since the introduction of e-governance, and, 43.13% of the respondents (116 individuals) have not observed any changes in the accuracy and timeliness of financial reporting and auditing processes. This analysis suggests that a majority of respondents have noticed improvements in the accuracy and timeliness of financial reporting and auditing processes following the introduction of e-governance in the ministry. These observations align with the objectives of promoting accountability and transparency in financial processes.

**Table 4.2.1.4 Belief Regarding E-Governance Making It Easier to Monitor and Track Resources**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
Yes	137	50.93%
No	132	49.07%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.1.4 reveals that 50.93% of the respondents (137 individuals) believe that e-governance has made it easier to monitor and track the allocation and utilization of resources within the Ministry, and 49.07% of the respondents (132 individuals) do not believe that e-governance has made it easier to monitor and track the allocation and utilization of resources. This analysis suggests that respondents are divided in their beliefs about the impact of e-governance on resource monitoring and tracking within the Ministry. While a significant portion believes it has made monitoring easier, there is also a substantial group that does not share this belief. These varying perspectives highlight the complexity of the issue and the need for further examination of the specific factors influencing these perceptions.

**Table 4.2.1.5 Existence of Electronic Platforms for Disseminating Information about Decisions and Policies**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
Yes	175	65.06%
No	94	34.94%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.1.5 reveals that 65.06% of the respondents (175 individuals) confirm the existence of electronic platforms for disseminating information about decisions and

policies within the Ministry, and, 34.94% of the respondents (94 individuals) indicate that there are no electronic platforms for such dissemination. This analysis suggests that a majority of respondents are aware of the presence of electronic platforms or channels for disseminating information about decisions and policies within the Ministry. The existence of these platforms can contribute to improved transparency and accountability by facilitating the efficient sharing of information among stakeholders.

**Table 4.2.1.6 Belief Regarding E-Governance Improving Accessibility of Information to the Public**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
Yes	156	58.03%
No	113	41.97%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.1.6 reveals that 58.03% of the respondents (156 individuals) believe that e-governance has improved the accessibility of information to the public regarding government projects and initiatives, and 41.97% of the respondents (113 individuals) do not believe that e-governance has improved the accessibility of such information. This analysis suggests that a majority of respondents hold the belief that e-governance has positively impacted the accessibility of information related to government projects and initiatives to the public. This perception aligns with the goal of e-governance to enhance transparency and accountability by providing easier access to government-related information for the public.

### 4.2.3 Research Question Three: To what extent the adoption of e-governance reduces operational and transactional costs in Oyo State Ministry of Works and Housing?

**Table 4.2.3.1 Frequency of Utilizing ICT in Transactions**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
Always	100	37.17%
Sometimes	109	40.52%
Rarely	38	14.12%
Never	22	8.19%
<b>Total</b>	<b>269</b>	<b>100%</b>

#### **Interpretation of Results:**

In table 4.2.3.1, it can be induced that 37.17% of the respondents (100 individuals) report that they always utilize ICT in transactions, 40.52% of the respondents (109 individuals) indicate that they sometimes utilize ICT in transactions, 14.12% of the respondents (38 individuals) state that they rarely utilize ICT in transactions, and 8.19% of the respondents (22 individuals) mention that they never utilize ICT in transactions. This analysis demonstrates varying levels of ICT utilization in transactions within the organization among respondents. A significant portion reports frequent utilization, while others use it occasionally or infrequently. These findings suggest that ICT is a common tool for transactions in the organization but may not be universally adopted by all respondents. Further investigation could explore the factors influencing the frequency of ICT usage in transactions.

**Table 4.2.3.2 Importance of E-Governance in Daily Organization Transactions**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
Extremely important	92	34.20%
Very important	107	39.78%
Slightly important	49	18.21%
Not important	21	7.80%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.3.2 reveals the analysis of respondents' responses regarding the importance of e-governance in daily organization transactions. From the table, 34.20% of the respondents (92 individuals) consider e-governance to be extremely important in their daily organization transactions, 39.78% of the respondents (107 individuals) view e-governance as very important in their daily transactions, 18.21% of the respondents (49 individuals) perceive e-governance to be slightly important in their daily transactions, and 7.80% of the respondents (21 individuals) do not consider e-governance to be important in their daily transactions. These results indicate that a majority of respondents attach a high level of importance to e-governance in their daily organization transactions, with a significant portion considering it either extremely important or very important. This suggests that e-governance is viewed positively as a tool to reduce operational and transactional costs and enhance efficiency in the organization.

**Table 4.2.3.3 Extent of E-Governance in Reducing Transaction Costs**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
High extent	74	27.50%
Moderate extent	110	40.89%
Low extent	50	18.58%
Never	35	13.01%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.3.3 reveals that 27.50% of the respondents (74 individuals) believe that e-governance has a high extent of reducing transaction costs in their organization, 40.89% of the respondents (110 individuals) perceive that e-governance has a moderate extent of reducing transaction costs in their organization, 18.58% of the respondents (50 individuals) think that e-governance has a low extent of reducing transaction costs in their organization, and 13.01% of the respondents (35 individuals) believe that e-governance has never reduced transaction costs in their organization. These results indicate that a significant portion of the respondents, particularly those who consider it to have a high or moderate extent, believe that e-governance contributes positively to reducing transaction costs in their organization. However, there is also a group that perceives a low extent or no reduction in transaction costs, suggesting that there may be variations in the effectiveness of e-governance in this regard across different departments or areas within the organization.

**Table 4.2.3.4 Changes in Efficiency of Transactional Processes**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
Yes	193	71.75%
No	76	28.25%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.3.4 reveals that 71.75% of the respondents (193 individuals) have observed changes in the overall efficiency of transactional processes within the Ministry since the introduction of e-governance, and 28.25% of the respondents (76 individuals) have not observed any changes in the overall efficiency of transactional processes within the Ministry since the introduction of e-governance. These results indicate that a significant majority of the respondents have noticed improvements in the overall efficiency of transactional processes within the Ministry following the implementation of e-governance. This suggests that e-governance has had a positive impact on the operational and transactional efficiency of the Ministry of Works and Housing in Oyo State.

**Table 4.2.3.4 Implementation of E-Governance Tools or Processes**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
Yes	217	80.67%

No	52	19.33%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.3.4 reveals that 80.67% of the respondents (217 individuals) indicated that there are specific e-governance tools or processes that have been implemented to streamline operational and transactional processes within the Ministry, and 19.33% of the respondents (52 individuals) stated that there are no specific e-governance tools or processes implemented for streamlining operational and transactional processes within the Ministry. These results suggest that a significant majority of the respondents are aware of the implementation of e-governance tools or processes aimed at improving operational and transactional efficiency within the Ministry of Works and Housing in Oyo State. This indicates that efforts have been made to reduce operational and transactional costs through e-governance initiatives in the Ministry.

**Table 4.2.3.5 Reduction in Use of Physical Paperwork and Manual Processes**

Response	Frequency (Count)	Percentage (%)
Yes	194	72.11%
No	75	27.89%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.24 reveals that 72.11% of the respondents (194 individuals) indicated that these e-governance tools have led to a reduction in the use of physical paperwork and manual processes within the Ministry, and 27.89% of the respondents (75 individuals) stated that e-governance tools have not led to a reduction in the use of physical paperwork and manual processes within the Ministry. These results suggest that a significant majority

of the respondents believe that the adoption of e-governance has contributed to a reduction in the reliance on physical paperwork and manual processes in the Ministry of Works and Housing in Oyo State.

#### 4.2.4 Research Question Four: What are the factors militating against the use of e-government for service delivery in Oyo State Ministry of Works and Housing?

**Table 4.2.4.1 Improvement in Resource Allocation and Budget Management**

Response	Frequency (Count)	Percentage (%)
Yes	207	76.95%
No	62	23.05%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.4.1 reveals that 76.95% of the respondents (207 individuals) believe that e-governance has improved resource allocation and budget management within the Ministry of Works and Housing in Oyo State, and 23.05% of the respondents (62 individuals) indicated that they do not believe that e-governance has improved resource allocation and budget management within the Ministry. These results suggest that a significant majority of the respondents perceive e-governance as having a positive impact on resource allocation and budget management within the Ministry of Works and Housing. This implies that e-governance initiatives are seen as beneficial in optimizing the allocation of resources and enhancing budgetary processes, which could contribute to reducing operational and transactional costs.

**Table 4.2.4.2 Monetary Transaction Methods**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
Manually	82	30.48%
Electronically	125	46.47%
Both	42	15.61%
None	20	7.44%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.4.2 shows that 30.48% of the respondents (82 individuals) reported that they make monetary transactions manually, 46.47% of the respondents (125 individuals) stated that they make monetary transactions electronically, 15.61% of the respondents (42 individuals) mentioned that they use both manual and electronic methods for monetary transactions, and 7.44% of the respondents (20 individuals), indicated that they do not engage in monetary transactions within their organization. This analysis suggests that a significant portion of the respondents make monetary transactions electronically, which aligns with the adoption of e-governance practices. The use of electronic methods for monetary transactions can contribute to enhanced accountability and transparency, addressing the objectives of the study.

#### 4.2.4.3 Extent of E-Governance Encouraging Transparency

Response	Frequency (Count)	Percentage (%)
High extent	112	41.63%
Moderate	83	30.86%
Low extent	43	15.99%
Never	31	11.53%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.4.3 represent the analysis of respondents' perceptions of the extent to which e-governance has encouraged transparency in their organization reveals that 41.63% of the respondents (112 individuals) indicated that e-governance has encouraged transparency to a high extent in their organization, 30.86% of the respondents (83 individuals) reported that e-governance has encouraged transparency to a moderate extent, 15.99% of the respondents (43 individuals) mentioned that e-governance has encouraged transparency to a low extent, and 11.53% of the respondents (31 individuals), indicated that e-governance has never encouraged transparency in their organization. This analysis suggests that a significant portion of the respondents perceive e-governance as contributing to transparency in their organization, with a majority reporting a high or moderate extent of transparency. However, there is a subset that sees a low extent or no impact on transparency. These findings contribute to understanding the role of e-governance in promoting transparency within the ministry.

**Table 4.2.4.4 Observation of Changes in Accuracy and Timeliness of Financial Reporting and Auditing**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
Yes	153	56.87%
No	116	43.13%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.4.4 reveals that 56.87% of the respondents (153 individuals) have observed changes in the accuracy and timeliness of financial reporting and auditing processes, indicating that they perceive positive effects since the introduction of e-governance, and 43.13% of the respondents (116 individuals) have not observed any changes in the accuracy and timeliness of financial reporting and auditing processes. This analysis suggests that a majority of respondents have noticed improvements in the accuracy and timeliness of financial reporting and auditing processes following the introduction of e-governance in the ministry. These observations align with the objectives of promoting accountability and transparency in financial processes.

**Table 4.2.4.5 Observation of Changes in Accuracy and Timeliness of Financial Reporting and Auditing**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
Yes	153	56.87%
No	116	43.13%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.4.5 reveals that 56.87% of the respondents (153 individuals) have observed changes in the accuracy and timeliness of financial reporting and auditing processes, indicating that they perceive positive effects since the introduction of e-governance, and 43.13% of the respondents (116 individuals) have not observed any changes in the accuracy and timeliness of financial reporting and auditing processes. This analysis suggests that a majority of respondents have noticed improvements in the accuracy and timeliness of financial reporting and auditing processes following the introduction of e-governance in the ministry. These observations align with the objectives of promoting accountability and transparency in financial processes.

#### **4.2.4.6 Belief Regarding E-Governance Making It Easier to Monitor and Track Resources**

<b>Response</b>	<b>Frequency (Count)</b>	<b>Percentage (%)</b>
Yes	137	50.93%
No	132	49.07%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.4.6 reveals that 50.93% of the respondents (137 individuals) believe that e-governance has made it easier to monitor and track the allocation and utilization of resources within the Ministry, and 49.07% of the respondents (132 individuals) do not believe that e-governance has made it easier to monitor and track the allocation and utilization of resources. This analysis suggests that respondents are divided in their beliefs about the impact of e-governance on resource monitoring and tracking within the Ministry. While a significant portion believes it has made monitoring easier, there is also a substantial group that does not share this belief. These varying perspectives

highlight the complexity of the issue and the need for further examination of the specific factors influencing these perceptions.

#### 4.2.4.7 Existence of Electronic Platforms for Disseminating Information about Decisions and Policies

Response	Frequency (Count)	Percentage (%)
Yes	175	65.06%
No	94	34.94%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

In table 4.2.4.7 it infers that 65.06% of the respondents (175 individuals) confirm the existence of electronic platforms for disseminating information about decisions and policies within the Ministry, and 34.94% of the respondents (94 individuals) indicate that there are no electronic platforms for such dissemination.

This analysis suggests that a majority of respondents are aware of the presence of electronic platforms or channels for disseminating information about decisions and policies within the Ministry. The existence of these platforms can contribute to improved transparency and accountability by facilitating the efficient sharing of information among stakeholders.

#### 4.2.4.8 Belief Regarding E-Governance Improving Accessibility of Information to the Public

Response	Frequency (Count)	Percentage (%)
Yes	156	58.03%
No	113	41.97%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.4.8 reveals that 58.03% of the respondents (156 individuals) believe that e-governance has improved the accessibility of information to the public regarding government projects and initiatives, and 41.97% of the respondents (113 individuals) do not believe that e-governance has improved the accessibility of such information. This analysis suggests that a majority of respondents hold the belief that e-governance has positively impacted the accessibility of information related to government projects and initiatives to the public. This perception aligns with the goal of e-governance to enhance transparency and accountability by providing easier access to government-related information for the public.

**Table 4.2.4.9 Frequency of Utilizing ICT in Transactions**

Response	Frequency (Count)	Percentage (%)
Always	100	37.17%
Sometimes	109	40.52%
Rarely	38	14.12%
Never	22	8.19%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.4.9 reveals the analysis of respondents' responses regarding how often they utilize ICT in transactions within their organization. Findings revealed that 37.17% of the respondents (100 individuals) report that they always utilize ICT in transactions, 40.52% of the respondents (109 individuals) indicate that they sometimes utilize ICT in transactions, 14.12% of the respondents (38 individuals) state that they rarely utilize ICT in transactions, and 8.19% of the respondents (22 individuals) mention that they never utilize ICT in transactions. This analysis demonstrates varying levels of ICT utilization in transactions within the organization among respondents. A significant portion reports frequent utilization, while others use it occasionally or infrequently. These findings suggest that ICT is a common tool for transactions in the organization but may not be universally adopted by all respondents.

#### 4.2.4.10 Importance of E-Governance in Daily Organization Transactions

Response	Frequency (Count)	Percentage (%)
Extremely important	92	34.20%
Very important	107	39.78%
Slightly important	49	18.21%
Not important	21	7.80%
<b>Total</b>	<b>269</b>	<b>100%</b>

*Source: Field Survey Results, 2023*

Table 4.2.4.10 reveals that 34.20% of the respondents (92 individuals) consider e-governance to be extremely important in their daily organization transactions, 39.78% of the respondents (107 individuals) view e-governance as very important in their daily transactions, 18.21% of the respondents (49 individuals) perceive e-governance to be slightly important in their daily transactions, and 7.80% of the respondents (21 individuals) do not consider e-governance to be important in their daily

transactions. These results indicate that a majority of respondents attach a high level of importance to e-governance in their daily organization transactions, with a significant portion considering it either extremely important or very important. This suggests that e-governance is viewed positively as a tool to reduce operational and transactional costs and enhance efficiency in the organization.

### **4.3 Discussion of Findings**

A substantial percentage of respondents indicated that they have an idea of what e-governance and public service delivery entail. This is crucial, as a basic understanding of these concepts is essential for the successful implementation of e-governance initiatives. It is promising that a significant number of respondents reported using information communication technology (ICT) in their sector. This suggests that the workforce in the Ministry of Works and Housing is technologically equipped, which is vital for effective e-governance implementation. The frequency of ICT use for record-keeping and tracking varied among respondents. This indicates that while some use ICT always or sometimes, others use it rarely or never. Additionally, the perceived effectiveness of ICT for record-keeping showed varying degrees, with some finding it highly effective and others less so. This highlights the need for targeted training and support to maximize the benefits of e-governance tools.

A significant portion of respondents indicated that they currently use electronic systems or software for record-keeping. This is a positive sign as it aligns with the goal of e-governance to digitize and streamline administrative processes. The majority of respondents reported noticing improvements in the accuracy and accessibility of records since the adoption of e-governance. This is a significant positive outcome, as it indicates that e-governance has had a positive impact on data management within the

ministry. A substantial number of respondents reported receiving training or guidance on how to use electronic systems for record-keeping and event tracking. This suggests that the organization recognizes the importance of capacity building for successful e-governance implementation.

A noteworthy percentage of respondents reported making monetary transactions electronically within the organization. This is indicative of a shift toward more transparent and accountable financial processes. A considerable portion of respondents also reported making monetary transactions electronically outside the organization. This reflects a broader trend towards digital financial transactions. Respondents expressed varying degrees of belief in the extent to which e-governance encourages accountability and transparency. This suggests that while some perceive a high extent, others may have reservations or perceive it to a lesser degree. It's important to understand the reasons behind these perceptions through further qualitative research. Many respondents reported observing changes in the accuracy and timeliness of financial reporting and auditing processes since the introduction of e-governance. This is a positive sign of increased transparency and efficiency.

Respondents were divided in their belief regarding whether e-governance has made it easier to monitor and track the allocation and utilization of resources within the Ministry. Further investigation may be needed to understand the reasons for this divergence in opinion. A majority of respondents indicated that there are electronic platforms or channels used to disseminate information about decisions and policies within the Ministry. This is a crucial step toward ensuring transparency in decision-making processes. Respondents were divided on whether e-governance has improved

the accessibility of information related to government projects and initiatives to the public. Further analysis can explore the factors influencing these perceptions.

Respondents reported varying frequencies of ICT use in transactions within the organization. While some use it always or sometimes, others use it rarely or never. Increasing the adoption of ICT in transactions could lead to cost savings. Respondents perceived the importance of e-governance in daily organizational transactions differently. Some considered it extremely important, while others found it less significant. Aligning employees' perceptions and attitudes toward e-governance can be crucial. Respondents expressed differing views on the extent to which e-governance reduces transaction costs. Further examination of the reasons behind these perceptions can provide insights into potential improvements. Many respondents reported observing changes in the overall efficiency of transactional processes within the Ministry since the introduction of e-governance. This is a promising result, as increased efficiency can lead to cost savings.

Respondents indicated that specific e-governance tools or processes have been implemented to streamline operational and transactional processes within the Ministry. Identifying which tools are most effective can guide further improvements. Respondents varied in their responses regarding whether e-governance tools have led to a reduction in the use of physical paperwork and manual processes. Further investigation can shed light on the factors contributing to this variation. A majority of respondents believed that e-governance has improved resource allocation and budget management within the Ministry. This is a significant positive outcome in terms of cost efficiency. Many respondents reported encountering challenges to realizing cost savings

through e-governance. Understanding these challenges is essential for addressing barriers to cost reduction.

Respondents varied in their perceptions of the level of e-governance acceptability within the organization. Some found it perfectly acceptable, while others had reservations. This indicates the need for a more comprehensive change management strategy. Respondents expressed varying opinions on whether e-governance has a positive impact on enhancing the delivery of public services. Understanding the reasons behind these perceptions can help tailor e-governance initiatives to address concerns. A significant number of respondents reported receiving training related to information communication technology while serving in their positions. This is a positive sign for capacity-building efforts. The finding that a substantial number of respondents believe that several factors still impede the full operation of e-governance in public service delivery highlights the need for targeted interventions and policy changes.

The majority of respondents reported encountering challenges in using e-government tools or systems for service delivery within the Ministry. Identifying these challenges can inform strategies to address them effectively. Respondents pointed out specific technological challenges or limitations, including slow internet connectivity, lack of necessary hardware or devices, and difficulties in using e-government software. These challenges require attention to ensure effective e-governance implementation. Many respondents perceived administrative or bureaucratic processes within the Ministry as posing challenges to the implementation of e-government for service delivery. Streamlining these processes can facilitate e-governance adoption. Respondents identified complex bureaucratic procedures, lack of clear e-government policies, and resistance to change from traditional practices as policy-related barriers. Addressing

these issues is essential for overcoming resistance to e-governance. Many respondents reported receiving adequate training and capacity-building opportunities to effectively use e-government tools. Continuous training and skill development are crucial for maximizing the benefits of e-governance.

In conclusion, the findings of this research indicate a mix of positive outcomes and challenges in the adoption of e-governance in the Oyo State Ministry of Works and Housing. While e-governance has shown promise in improving record-keeping, transparency, cost efficiency, and resource allocation, there are still barriers that need to be addressed, including training needs, technological challenges, and resistance to change. These findings suggest the importance of a comprehensive e-governance strategy that includes capacity building, policy reforms, and targeted interventions to overcome challenges and maximize the benefits of digital transformation in public service delivery. Further qualitative research and stakeholder engagement may help gain deeper insights into the specific issues highlighted in the survey results.

## **Chapter Five**

### **Conclusion**

In this chapter, we will summarize the key points of the research study conducted on the impact of e-governance on the Oyo State Ministry of Works and Housing. This research aimed to investigate the effects of e-governance on record keeping, accountability, transparency, operational costs, and factors hindering its adoption for service delivery in the Ministry.

#### **5.1 Summary of Findings**

The project highlighted that the adoption of Information and Communication Technology (ICT) in public service delivery in Nigeria, including Oyo State, has been hindered by factors such as non-access to internet services, power generation failure, and limited technological knowhow. E-governance is considered vital for improving public service delivery and has the potential to enhance effectiveness, efficiency, transparency, and equity in service provision. Nigeria scored 0.4406 on the E-Government Development Index, ranking 141 globally in the lower-middle class. This indicates a moderate level of progress in e-governance implementation. The project aimed to examine the e-compliance of the Oyo State Ministry of Works and Housing for e-governance and assess its impact on service delivery. The objectives included determining the role of e-governance in record keeping, accountability, cost reduction, and identifying factors hindering e-government adoption. The study used a descriptive survey research design, relying on primary data sources.

The population under investigation consisted of over 815 individuals within the Ministry of Works and Housing in Oyo State. The survey results indicated that a significant number of respondents had a basic understanding of e-governance and ICT.

Many reported using ICT for various purposes, suggesting a technologically equipped workforce. The use and perceived effectiveness of ICT for record-keeping varied among respondents, highlighting the need for targeted training. Adoption of electronic systems for record-keeping showed positive outcomes, with improved data accuracy and accessibility. E-governance was associated with more transparent financial processes, although opinions on its extent varied. E-governance had a positive impact on the accuracy and timeliness of financial reporting and auditing. The use of electronic platforms for information dissemination was common within the Ministry.

The impact of e-governance on monitoring and tracking resource allocation was mixed. ICT use in organizational transactions varied, and respondents had differing views on its importance. Many believed that e-governance had improved resource allocation and budget management. Challenges to realizing cost savings through e-governance were identified, including technological limitations and resistance to change. Administrative and policy-related barriers were also noted, emphasizing the need for streamlined processes and clear policies. Training and capacity-building opportunities were considered important for successful e-governance implementation.

## **5.2 Conclusion**

In conclusion, e-governance has proven to be a transformative tool within the Oyo State Ministry of Works and Housing, leading to improvements in record keeping, accountability, transparency, and cost efficiency. With the implementation of the recommended measures, the Ministry can further harness the potential of e-governance for enhanced service delivery and citizen satisfaction.

Based on the findings of this study, several important conclusions can be drawn:

The adoption of e-governance has significantly improved record keeping and tracking of events within the Oyo State Ministry of Works and Housing. The implementation of electronic systems and software has enhanced the accuracy, accessibility, and efficiency of record management.

E-governance has had a substantial positive impact on accountability and transparency within the Ministry. Respondents reported higher levels of accountability and transparency in financial transactions, decision-making processes, and resource allocation after the implementation of e-governance. E-governance has led to a reduction in both operational and transactional costs within the Ministry. The use of information communication technology (ICT) has streamlined processes, reduced paperwork, and improved resource allocation and budget management.

While the study identified various challenges, including infrastructure limitations, poor electricity supply, and administrative obstacles, these factors have not hindered the overall adoption of e-governance. However, they should be addressed to further enhance the efficiency of e-governance initiatives.

### **5.3 Recommendations**

Based on the conclusions drawn from this research, the following recommendations are offered:

1. The Ministry should invest in training and capacity-building programs for its employees to ensure they are well-equipped to use e-governance tools effectively.
2. Efforts should be made to address infrastructure challenges, including improving internet connectivity and ensuring a stable electricity supply to maximize the benefits of e-governance.

3. To maintain the integrity of e-governance systems, the Ministry should implement robust privacy and security measures to safeguard sensitive data.
4. Develop and implement clear e-governance policies and guidelines to provide a structured framework for e-governance initiatives.
5. Establish a monitoring and evaluation system to continuously assess the impact and effectiveness of e-governance initiatives within the Ministry.
6. Increase public awareness about e-governance initiatives and their benefits to enhance citizen engagement and participation in government programs.

#### **5.4 Contribution to Knowledge**

This research study has made several contributions to knowledge in the field of e-governance and public service delivery, particularly in the context of the Oyo State Ministry of Works and Housing. The contributions are as follows:

1. **Empirical Evidence:** The study provides empirical evidence of the impact of e-governance on record keeping, accountability, transparency, and operational costs within a specific government department. It offers real-world insights into the benefits of e-governance in a Nigerian public service setting.
2. **Local Context:** While there is existing literature on e-governance, this study contributes to the understanding of e-governance in the local context of Oyo State. It highlights the specific challenges and opportunities faced by this region, which may differ from more urban or developed areas.
3. **Policy Implications:** The study offers practical policy implications for government ministries and agencies seeking to implement e-governance initiatives. It

underscores the importance of capacity building, infrastructure improvement, and clear policy frameworks.

- 4. Enhanced Service Delivery:** By demonstrating the positive impact of e-governance on operational efficiency, this research contributes to the ongoing discourse on how technology can enhance service delivery in the public sector.

In total this research contributes valuable knowledge and insights into the role of e-governance in improving public service delivery within the Oyo State Ministry of Works and Housing. It serves as a foundation for further exploration and development of e-governance strategies in the region and beyond.

### **5.5 Suggestions for Further Studies**

While this research has made significant contributions to the understanding of e-governance in the context of the Oyo State Ministry of Works and Housing, there are several avenues for further research that could build upon this study. Some of the suggested areas for future research include; conducting longitudinal studies to assess the long-term impact of e-governance on public service delivery in Oyo State. This would involve tracking changes and improvements over several years to determine sustainability and continued effectiveness; comparing the impact of e-governance initiatives in different government ministries or departments within Oyo State. This could help identify variations in outcomes and factors that contribute to success or challenges in specific sectors.

Investigating the extent to which e-governance initiatives have improved citizen engagement and participation in governance processes. This would involve gathering feedback from citizens and assessing the responsiveness of government agencies;

conducting a comprehensive cost-benefit analysis of e-governance initiatives, taking into account both the financial and non-financial benefits. This could help policymakers make informed decisions about resource allocation; exploring the effectiveness of capacity-building programs and training for government employees in adapting to e-governance tools and systems. Assessing the impact of training on the successful implementation of e-governance initiatives; investigating the cybersecurity measures in place within government agencies to protect sensitive data and the privacy of citizens. Assessing the vulnerabilities and risks associated with e-governance systems.

These suggested areas for further research can contribute to a deeper understanding of the dynamics of e-governance in Nigeria and help guide policymakers in enhancing public service delivery through technology-driven solutions.

Do Not Copy, Lead City University, Nigeria

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## **Appendix Questionnaire**

**Lead City University, Ibadan  
Department of Politics and International relations**

Dear Participant,

### **Permission to Administer Research Instrument**

I am presently a student of Lead City University, Ibadan, where I am working on my thesis titled “Assessing E-Governance and Service Delivery in the Ministry of Works and Housing, Oyo State (2012 – 2022)”. The students of this institution have been selected as the respondents of this research. I hereby solicit for your cooperation to kindly respond to the following questions. All responses in it will be recorded anonymously and treated confidentially.

Moreover, all information provided will be used strictly for academic purpose only. Kindly be as candid as possible in responding to the questions. It is my hope that with your cooperation, the data collected will provide vital information and will aid further research in the area.

Please feel free to contact me if you have any queries regarding this research. Thank you for your help with this important project.

Yours faithfully,

**Solomon Hammed OLAMIJUWON**  
08034815181

### Section A: Demographic Data

1. Gender: Male (  ) Female (  )
2. Age Group: 21-30(  ) 31-40(  ) 41-50 (  ) Above 51 (  )
3. Education: SSCE (  ) NCE/ND (  ) HND/BSc (  ) PG(  )
4. How long have you been working in this organisation?  
Less than 5 (  ) 6-10 years (  ) 11-15 years (  ) above 16 years (  )

### Section B: Research Objectives

**Objective 1: To determine the if the adoption of e-governance aids record keeping/tracking of events in Oyo State Ministry of Works and Housing.**

1. Do you have an idea of what e-governance and public service delivery?  
Yes (  ) No (  )
2. Are you using information communication technology in your sector?  
Yes (  ) No (  )
3. How often do you make use of ICT in your record keeping/tracking?  
Always (  ) Sometime (  ) Rarely (  ) Never (  )
4. How effective is the use of ICT in your record keeping/tracking?  
Extremely effective (  ) Very effective (  ) Slightly effective (  ) Not effective (  )
5. Do you currently use electronic systems or software for record keeping in the Oyo State Ministry of Works and Housing?  
Yes (  ) No (  )
6. How would you rate the effectiveness of the electronic record-keeping system in terms of tracking events and activities on a scale of 1 to 5,  
1 being highly ineffective

5 being highly effective?

7. Have you noticed any improvements in the accuracy and accessibility of records since the adoption of e-governance in your department?

Yes ( ) No ( )

8. Have you received training or guidance on how to use the electronic systems for record keeping and event tracking?

Yes ( ) No ( )

**Objective 2: To examine the extent at which the adoption of e-governance encourages accountability and transparency in Oyo State Ministry of Works and Housing.**

9. How you make monetary transaction within your organization?

Manually ( ) Electronically ( ) Both ( ) None ( )

10. How you make monetary transaction outside your organisation?

Manually ( ) Electronically ( ) Both ( ) None ( )

11. To what extent has e-governance encouraged accountability in your organisation?

High extent ( ) Moderate ( ) Low extent ( ) Never ( )

12. To what extent has e-governance encouraged transparency in your organisation?

High extent ( ) Moderate ( ) Low extent ( ) Never ( )

13. Have you observed any changes in the accuracy and timeliness of financial reporting and auditing processes since the introduction of e-governance?

Yes ( ) No ( )

14. Do you believe that e-governance has made it easier to monitor and track the allocation and utilization of resources within the Ministry?

Yes ( ) No ( )

15. Are there electronic platforms or channels used to disseminate information about decisions and policies within the Ministry?

Yes ( ) No ( )

16. Do you believe that e-governance has improved the accessibility of information related to government projects and initiatives to the public?

Yes ( ) No ( )

**Objective 3: To determine if the adoption of e-governance reduces operational and transactional costs in Oyo State Ministry of Works and Housing.**

17. How often do you utilize ICT in transactions in your organisation?

Always ( ) Sometime ( ) Rarely ( ) Never ( )

18. How important is e-governance in your daily organisation transactions?

Extremely important ( ) Very important ( ) Slightly important ( )

Not important ( )

19. To what extent does e-governance reduce transaction cost in your organisation?

High extent ( ) Moderate ( ) Low extent ( ) Never ( )

20. Have you observed any changes in the overall efficiency of transactional processes within the Ministry since the introduction of e-governance?

Yes ( ) No ( )

21. Are there specific e-governance tools or processes that have been implemented to streamline operational and transactional processes within the Ministry?

Yes ( ) No ( )

22. Have these e-governance tools led to a reduction in the use of physical paperwork and manual processes?

Yes ( ) No ( )

23. Do you believe that e-governance has improved resource allocation and budget management within the Ministry?

Yes ( ) No ( )

24. Have there been any challenges or barriers to realizing cost savings through e-governance, and if so, what are they?

Yes ( ) No ( )

**Objective 4: To find out if there are factors militating against the use of e-government for service delivery in Oyo State Ministry of Works and Housing.**

25. What is the level of e-governance acceptability in your organisation?

Perfectly acceptable ( ) Slightly acceptable ( ) Slightly Unacceptable ( )

Totally unacceptable ( )

26. Do you think e-governance has a positive impact on enhancing the delivery of public services?

Yes ( ) No ( )

27. Have you ever taken trainings related to information communication technology while serving in this position?

Yes ( ) No ( )

28. Do you agree that the followings are still impeding the full operation of e-governance towards public service delivery in Nigeria?

29. Have you encountered any challenges in using e-government tools or systems for service delivery within the Oyo State Ministry of Works and Housing?

Yes ( ) No ( )

30. Are there specific technological challenges or limitations that you have faced while using e-government tools for service delivery?

Slow internet connectivity

Lack of necessary hardware or devices

Difficulty in using e-government software

31. Do administrative or bureaucratic processes within the Ministry pose challenges to the implementation of e-government for service delivery

Yes ( ) No ( )

32. Are there any specific administrative or policy-related barriers that you believe hinder the effective use of e-government in the Ministry? (Select all that apply)

Complex bureaucratic procedures

Lack of clear e-government policies

Resistance to change from traditional practices

33. Have you received adequate training and capacity-building opportunities to effectively use e-government tools for service delivery?

Yes ( ) No ( )

SN	Challenges of e-governance in Nigeria	SA	A	D	SD
1	Infrastructure challenge				
2	Poor electricity supply				
3	Privacy and Security				
4	Administrative challenges				
5	High level of illiteracy				