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E-Governance and Service Delivery in Ohaozara Local Government Council of Ebonyi State, Nigeria, 2020-2026

[1]Nwogo, Okechukwu Okechukwu, Ph.D., [2]Easterday, Domotimi, PhD & [3]Rufus, Piologalam Matthew, PhD

[1]Department of Public Administration, Faculty of Management Sciences, Alex Ekwueme Federal University, Ndufu Alike, Ebonyi State, Nigeria

[2&3]Department of Public Administration, Faculty of Social Sciences, Federal University Otuoke, Bayelsa State, Nigeria

[1]**Email:** okechukwu.nwogo@funai.edu.ng **Phone No:** 07064508819 ORCID iD: 0009-0005-6245-7107

[2]**Email:** easterdaydd@fuotuoke.edu.ng domotimieasterday7@gmail.com Phone No: 08161220813

[3]**Email:** rufuspm@fuotuoke.edu.ng piologalamrufus@gmail.com Phone No: 08065819068ORCID iD: 0009-0006-9473-2270

Abstract

This study investigated the effect of E-governance on service delivery in Ohaozara Local Government Council of Ebonyi State, Nigeria, 2020-2026. This study draft out three specific objectives and three research questions. The study anchored on New Public Management (NPM) theory as theoretical framework. Descriptive research design was adopted for the study. The sample size of 400 was determined through purposive sampling technique. Purposive sampling technique was adopted in selecting eight (8) departments in Ohaozara Local Government Council. However, 380 questionnaires were successfully retrieved and used as the method of analyses. The study found that the available E-governance instruments in Ohaozara Local Government Council include; E-portals, MIS, G2C platforms, EDRMS, ICT communication tools, and biometric systems. It also discovered that E-governance has improved the speed, accuracy, convenience, and trustworthiness of public service delivery in the Council. Digital platforms have reduced bureaucratic delays and enhanced transparency and accountability. ICT-based communication tools have also improved responsiveness and citizen engagement. However, the effectiveness of E-governance is stalled by limited ICT skills, poor internet connectivity and inadequate funding. Other problems include poor maintenance of ICT infrastructure, unstable electricity supply and resistance to change. The study therefore recommends among others that the Ohaozara Local Government Council should institutionalise continuous ICT training and capacity-building programmes for Councils staff through on-the-job training, regular workshops and certifications to improve digital capability and ensure effective use of E-governance tools.

Keywords: E-governance, Biometric, Digital Identification Systems, Service Delivery, Local Government Council

Introduction

The introduction of E-governance in public service of Nigeria is a significant transformation of public administration, with the main purpose of enhancing service delivery, transparency, accountability and efficiency. The term e-governance is known as the use of Information and Communication Technologies (ICTs) in government processes, in digital communication and in public service provision (Heeks 2006). This increase is in response to citizen expectations for timely, responsive, and quality services. Digital platforms also offer a chance to address some of the bureaucratic delays, manual record keeping, and low citizen engagement (Norris & Reddick, 2023). Hence, e-governance has emerged as a vital tool to

modernise government administration and enhance interaction between government and citizens.

In the past, the Nigerian Public Service has been plagued with bureaucratic delays, duplication of functions, poor record keeping, corruption and administrative inefficiency (Ojo, 2019). In traditional paper-based processes, citizens may have to go to government offices to go through multiple administrative levels and pay extra fees and wait times. These limitations are being mitigated by e-governance efforts such as digital records, digital service portals, e-payroll, tax portals, and integrated financial systems (Samuel, 2021). These systems can enhance information management, enable monitoring, boost coordination, and aid in data-driven decision-making. They thus offer opportunities for more rapid, transparent and citizen-centred public services.

To drive digitalisation in public administration, the Nigerian government has implemented multiple policies, such as the Integrated Payroll and Personnel Information System (IPPIS), the Treasury Single Account (TSA) and different online licensing and registration systems (Adegboyega, 2020). These are aimed at increasing administrative efficiency, improving accountability, combating corruption and increasing transparency. E-governance also allows for citizens to lodge complaints, give feedback and track service requests, resulting in responsiveness (Nnaji & Nri, 2022). But the implementation is being limited by poor ICT infrastructure, erratic electricity supply, lack of digital skills, resistance to change, cyber security and data privacy concerns (Chukwuemeka et al., 2018; Isah et al., 2024).

In addition to operational efficiency, E-governance plays a significant role in the modernisation of the Public Service, enabling the faster transmission of information, coordination of activities between departments and the automation of day-to-day administrative tasks. It promotes the transformation of administration from the process approach into the results approach and from the bureaucratic approach toward people-oriented approach. Digital systems can also develop processes that can be traced, set performance standards and enhance the monitoring of government activities (Ata-Agboni & Olufemi, 2021). However, the mitigation of these benefits may result from the lack of a digital workflow, lack of technical capacity, and the organisational culture (Nwanisobi & Christopher, 2020). Infrastructure, staff capacity, institutional commitment and policy support are, therefore, essential for effective e-governance.

In Ohaozara Local Government Council of Ebonyi State, e-governance presents significant opportunities for improving the speed, accessibility, transparency, and quality of government services. However, weak electricity, limited internet connection, poor ICT facilities, lack of technical expertise, and resistance to change remain as a challenge to effective implementation (Isah et al., 2024). Addressing these challenges could lead to various system downtimes, inefficient digital platform usage, service delays, and information management challenges in government. Also, there is the vulnerability of e-governance programmes if the implementation of the policies is not consistent, the enforcement is weak and there is inadequate funding. Furthermore, if the policies are not properly implemented, the enforcement is weak, and there is inadequate funding, this can reduce the sustainability of e-governance programmes

(Ata-Agboni & Olufemi, 2021). These contexts leave a disconnect between the promised improvements in governance through digitisation and service delivery results.

The situation of Ohaozara Local Government Council thus demonstrates the importance of studying the impact of e-governance on service delivery in the local government council. While the benefits of digital governance are expected to increase efficiency, accountability, transparency, responsiveness and citizen satisfaction, there is only limited empirical evidence for Ohaozara Local Government. Existing studies have largely examined e-governance generally or focused on other geographical settings, leaving inadequate evidence on the interaction between ICT infrastructure, staff competence, digital adoption, and service delivery outcomes in Ohaozara Local Government Council. Understanding these relationships is vital for developing practical strategies to overcome infrastructural, human, organisational, and policy constraints. Hence, this study seeks to examine the impact of e-governance on service delivery in Ohaozara Local Government Council of Ebonyi State, Nigeria, 2020 to 2026.

Objectives of the Study

The broad objective of this study is to examine the impact of E-governance on service delivery in Ohaozara Local Government Council. The specific objectives are to:

i. examine the available E-governance instruments in Ohaozara Local Government Council.
ii. investigate the effects of E-governance on service delivery in Ohaozara Local Government Council.
iii. examine the constraints affecting E-governance and service delivery in Ohaozara Local Government Council.

Research Questions

i. What is the available E-governance instruments in Ohaozara Local Government Council?
ii. What are the effects of E-governance on service delivery in Ohaozara Local Government Council?
iii. What are the constraints affecting E-governance and service delivery in Ohaozara Local Government Council?

Literature Review

Concept of E-Governance

The available literature on E-governance reveals that there are various conceptions and extensions in the concept. While some viewed it as being a semblance of e-commerce focused on government customers excluding the e-democracy aspect, others construed it as a virtual reality with interface that provides medium for governance in a multidimensional form (Clift, 2023). Others may have other or similar meanings for the concept. E-governance offers an opportunity for the citizens to get quality information which help to generate transparency and trust of citizens to government. According to Hartanto et al (2021), e-governance refers to the use of information and communication technologies to enhance the intergovernmental and citizens' roles in accelerating the collaboration in order to create accountability and gain better services. It is the use of information and communication technologies (ICTs) to formulate and implement government programme that promote the people's welfare. E-governance is the use of digital platform in interacting and providing services to the members of the public. For

Mohamed (2017, p. 58), "e-governance is the utilisation of information and communication technology (ICT) to support administration or management of government affairs". Oghuvbu et al (2022) referred e-governance as only the application of ICTs in the administration of government businesses. The primary objective of e-government is to make citizens' interaction with government easier and more convenient, the authors added.

E-administration or Electronic administration is a system that changes the conventional paper-based office activities to a completely electronic system, and aims at a "paperless office" environment. It's a robust ICT solution – focused mainly on productivity and performance improvements. Intra-office communication (within one public service) and inter-office communication (between different public services, or with state and federal agencies) can be easily achieved through e-administration. It is basic aim is to bring a full transparency and strong accountability which leads to better E-governance in any organisation. In Nigeria, examples of e-administration in public services encompass online permit applications for companies, digital record-keeping for land titles and electronic tax payment systems, with each initiative meticulously crafted to lower operational expenses and substantially enhance efficiency. Any e-administration solution should always be focused on citizens (or "customers") and not just focused on organisations. It should also actively reduce the dependence on certain individuals to perform critical activities and set up inherently transparent working systems (Alazigha & Amanawa, 2024).

The decentralisation concept in a multi-tiered government system in Nigeria involves the formal division of governmental responsibilities between the central and local governments as stated by Enaifoghe and Ndebele (2023). Each level has its own powers but they are firmly linked together. It is vital that there is effective coordination between these levels to enable the national development objectives to be realised. Both the central and local government systems, however, tend to be very complex with many departments, each having specific functions. The traditional hierarchical structures often result in a complex administrative system, and, as also noted by Shibambu (2024), they also tend to create silos of specific functions in the organisation, which is what E-governance aims to reduce and promote integration in public service. There are several strong enablers driving the move towards E-governance, especially in public service in Nigeria:

i. **Economic Impulses:** These include concrete paper savings and process optimization, a significant boost in the efficiency of work processes and measurable overall benefits and costs. Such benefits are not only for the civil service (such as reduced operating costs) but also for the citizens and businesses (such as improved quality of service and time saving when dealing with management).
ii. **Organisational Imperatives:** These cover the key priority of reducing organisational costs and the strategic elimination of public service bureaucratic silos through inter-departmental co-operation. Shibambu (2024) suggests this movement towards a more modern bureaucracy aims to streamline processes and eradicate duplication and inconsistencies inherent in traditional public service operations.
iii. **Political Will:** E-governance can be a powerful means to ensure implementation of particular policies. For example, successful integration of digital health management systems in the public, although sometimes required by higher levels of government, can be achieved

by the strong political commitment as seen in different e-health initiatives by Al-Hadrawi (2018).

iv. Technological Advancement: Electronic networks are ubiquitous, and data can be seamlessly cross-matched and integrated across geographically dispersed locations and disparate public service departments. These networks also foster unparalleled flexibility and connectivity, creating increased autonomy and the formation of more agile digital operations in public service systems, as mentioned by Chowdhury (2024).

Concept of Service Delivery

There is no general acceptable definition of the concept of service delivery by scholars. Ndema (2024) described service as a product or an activity that satisfies the needs of a user or can be used by a user. Thus, service delivery involves a delivery of tangible and intangible goods and services by the government to enhance the wellbeing of the citizens. Implicitly, it is the relationship between policy makers, service providers and poor. Service Delivery is simply a measure of how well an individual, unit or department of an organisation performs its designated or statutory duties. It is also a way an organisation reviews the level of input and output of an individual employee or unit in particular with regards to achieving set goals or task assigned (Obiageli et al, 2020).

Service delivery is the fundamental reason for the existence of public service as its primary role is to provide services which the private sector may not have the capacity to offer or offer them at very high prices to the citizens. Service delivery is sacrosanct as it is a representation of basic structure of nation-building. It is a linkage and bonding of government and citizens and fosters national values among citizens (Walle & Scott cited in Shittu, 2020). The effective public service delivery, to Ogunna cited in Shittu (2020), is finalized with the need to meet public demand through public policies, laws enforcement and public welfare. Also, public service delivery has been an old concept which draws attention of organisations to their responsibility to render service to their customers, in the most satisfactory manner. The terminology varies depending on the time, place or context. The concept assumes that in the field of public services there exists a contractual relationship between the customer (the public) and the service provider (state agency) that has to provide services to the customer in the best manner possible – in terms of utility, quality, convenience, timelines, costs, courtesy, communication and others. Another presupposition is that just as in business, the customer is regarded as 'king'. In the public service, the public is seen as 'master' and the final judge of performance (Ahmed cited in Egugbo 2020).

The Nigerian public service is the most important tools of the modern state and hands of government. It bears the burden of putting the government policies and programmes into action for achieving sustainable development. Any public service, as its major role, is to provide citizens with low-cost services. The ability of a government to legitimately tax and govern people is premised on its capacity to deliver a range of service required by its population which no other player will provide. It is important to note that the environment in which public service operates has a huge influence on the service (Adetoye, 2022).

Oyedele (2015) described service delivery in Nigeria as chaotic, epileptic, unsatisfactory, shoddy, deplorable, inflexible, non-cost effective and many others. Most of the cities, towns and

villages in Nigeria are in a pathetic state of infrastructure delivery, some of these infrastructures where available, are left uncared for. The implication of this is that over the years the public service in Nigeria has not between its ranks improved its capacity to render its services effectively and responsibly to the citizens. Roads are not maintained, electricity is in a dilemma, health facilities are dilapidated, drugs have not been provided, health staff are not available in the health facilities, borehole and water pumps are without water and water scheme/projects abandoned (Lawal 2022). Public sectors services are not reliable in the recent times and are often not available. It is evident from the above that there is a consensus that the capacity of the public servants acting as agents of development has not been developed.

In order to provide services to the citizens the Nigerian government over the years has adopted several strategies. According to Osoba (2019), the strategies that have been adopted in delivering the services in Nigeria are as follows:

i. **Contracting Out:** Contracting out refers to the government's award of a private sector firm or non-profit organisation to supply a product or service. For financing the activity, the government is responsible, and for type and quality of goods or services provided, the government has the management and policy control. This strategy is mainly adopted in the areas of roads and railway construction.
ii. **Public-Private Partnership:** Public-Private Partnership is one of the new strategies introduced in public administration to achieve better delivery of public services.
iii. **Direct Public Service Delivery:** This has to do with the services provided directly by the government and its agency. No private sector is involved in the provision of the public services. This is the main way in which most public services are provided.

Although might have tried to change the way public service is provided, Badmus (2017) observed that the Nigerian Public Service is still beset with many challenges that have caused the provision of essential services to the citizens to be inefficient and ineffective, and that citizens are always wondering if they have government in their country or not. He also highlighted some of the challenges of the Nigerian Public Service, namely; the issue of ethnicity and religion, corruption, inadequate skilled manpower in most technologically related areas, poor power supply and politicisation of the public service.

E-Governance and Service Delivery

E-governance and service delivery is a relationship between the two, which shows how the information and communication technology (ICTs) are used to enhance the government administration and citizens' services. E-governance is the use of digital platforms, databases, online portals, automated systems and communication network to improve accessibility, efficiency, transparency, and accountability, as well as to foster citizen participation (Fountain, 2021). Digital platforms can be used to deliver citizens with services like filing of taxes, registration, licensing and information without relying solely on physical government offices. They also minimise paperwork, processing delays, administration costs and the discretion of practices. Additionally, digital systems provide records that enhance monitoring, accountability and evidence-based decision making. There are however, conditions that need to be fulfilled to harness these benefits, including in terms of infrastructure, institutional capacity, interoperability, digital literacy and effective governance frameworks (Twizeyimana & Andersson, 2019).

E-governance enhances service delivery by making government services more accessible, efficient, responsive and citizens-centred. Digital portals, smartphone apps, online registries, biometric systems and digital workflows eliminate geographical and administrative constraints and speed up service delivery. Digital records and electronic transactions also enhance transparency by establishing an audit trail that can be used for monitoring and limit opportunities for corruption. Moreover, e-consultation platforms, social media and online feedback systems enable citizens to get engaged in policy-making and assess public services. Digital data can also help governments develop a more accurate picture of service gaps, resource allocations, service demand and outcomes. However, these advantages can be mitigated by digital exclusion, cyber risks, privacy issues, fragmented systems, lack of funding and rejection of organisational change (Mukamurenzi, 2019; Fountain, 2021).

In Nigeria, e-governance is increasingly becoming a way of improving the delivery of government services, by minimising the bureaucracy and enhancing access to information and government transactions. The digital platforms enable citizens to apply for services, submit documents, make payments and track applications without having to visit government offices multiple times and expose themselves to delays and opportunities for corrupt practices (Ojo, 2019; Samuel, 2021). System solutions like Treasury Single Account (TSA), Government Integrated Financial Management Information System (GIFMIS) and Integrated Payroll and Personnel Information System (IPPS) have also helped in improving the financial control and minimising leakages in public financial management, with the advent of e-governance. Secondly, digital applications in health and education, such as electronic records, online learning, telemedicine, and electronic registration, have increased access and administrative efficiency. Information sharing, transparency and citizen engagement is also encouraged through government websites, social media platforms and digital feedback mechanisms (Adegboyega, 2020).

Theoretical Framework

New Public Management (NPM) was used as theoretical basis for the study. NPM appeared in the late 20th century to bring about a change in the public administration system from one that was bureaucratic and slow to one that was efficient, flexible, and performance-based. The theory is widely credited to Christopher Hood's concept (1991) of NPM as a managerial paradigm borrowed from the private sector that was being applied to the public sector to enhance the efficiency, accountability and service delivery of public services. NPM proved to be a response mainly to the problems of classical public administration, which had been criticised for too much rigidity, too much control, too slow decision making and too low responsiveness to the needs of citizens. In response to demands for accountability, transparency and value for money from governments, the NPM was a new approach based on the principles of competition, decentralisation, measurement of performance and a focus on customers' services (Pollitt & Bouckaert, 2017).

The concept of citizens as 'customers' that need timely, high quality and responsive public services has been a central theme of New Public Management. This change in focus was a move away from the Weberian bureaucratic organization model and its focus on rules, hierarchy and uniformity over innovation or efficiency (Hood, 1991). NPM advocates argue that public

agencies need to focus on outcomes rather than processes in order to implement performance measures, embrace cost-effectiveness measures and use strategies that improve productivity (Osborne & Gaebler, 2022). Governmental actions are expected to be more focused on the results, including through the use of service charters, performance contracting and continuous monitoring and evaluation. This paradigm puts public administration in harmony with the current managerial approach, and allows government institutions to constantly innovate and adapt to a changing socio-economic context.

However, nonpublic management continues to be a significant theoretical approach used in government administration today, particularly in developing nations seeking better government. NPM principles provide a blueprint to modernise public institutions where citizens are still clamoring for transparency, efficient service delivery and a decrease in corruption, as they are in Nigeria. The theory emphasizes that to achieve better administrative functioning, innovation, accountability, cost-efficiency, and customer orientation are key factors. It also highlights the importance of leadership, professional development and institutional developments to ensure that public institutions are able to serve the modern governance requirements. Public sector challenges are becoming more complex and NPM offers a useful guide to the design of a reform to make better services more responsive to citizens.

The context of New Public Management (NPM) is useful for understanding how e-governance can improve the delivery of services in Ohaozara Local Government Council as it focuses on efficiency, measuring performance, customer orientation and the strategic use of technology. From the NPM perspective, e-governance initiatives like electronic portals, electronic payroll systems, online tax administration, automated record-keeping and digitisation of workflows are viewed as ways to cut away bureaucratic delays, curb corruption and improve transparency – all of which help to foster the business-like public sector that NPM advocates. The implementation of e-governance in Ohaozara Local Government Council helps to minimise administrative processes, speed up service delivery to the citizens, prevent face-to-face interaction which is a source of inefficiency and provide monitoring and accountability through the use of electronic tracking and real-time monitoring. NPM enhances the ability of the Council to provide timely, citizen-focused, cost effective and professional services by fostering competition, professionalism and technological innovation in the public service. In conclusion, the connection between NPM and service delivery in in Ohaozara Local Government Council highlights the potential of modern management methods to enhance the efficiency of the traditional bureaucracy and make it more responsive, transparent, and performance-based.

Methodology

Descriptive Survey Design was used in this study. Ohaozara Local Government Council has 1,456 staff and 12 departments (Ohaozara Local Government Council, 2026). A purposive sampling technique was used in obtaining the sample size of 400. Out of Twelve (12) departments in Ohaozara Local Government Council, eight (8) departments (Internal Audit; Finance; Primary Health Care; Universal Basic Education; Social Service; Works; Agriculture; and Administration and General Services) were chosen for the research study using purposive sampling technique. Accidental sampling technique was used in distributing the sample size of four hundred (400) questionnaires to three (3) categories of respondents, namely; political class, managerial and non-managerial staff. Four point Likert scale of Strongly Agree (SA); Agree (A);

Disagree (D); and Strongly Disagree (SD) were used in answering each research questions in the questionnaires. Three hundred and eighty (380) questionnaires were, however, successfully retrieved from the respondents and these were the basis of our analyses. The researcher used mean and standard deviation in scrutinising the information collected. The information was presented in tables to get good explanation and comparison the information generated from the respondents to answering the research questions.

Presentation of Data

Table 1: Questionnaire Returned Rate

Details	Administered Questionnaires	Retrieved/Relevant Questionnaires	Unreturned Questionnaires
Number	400	380	20
Percentage	100%	95% of the sample (400)	5%

Source: **Researcher's Field Work, 2026**

Table 1 showed the rate of the questionnaire administered, returned and unreturned. The table showed that 400 questionnaires were administered, 380 representing 95% of the questionnaires were returned and found relevant, while 20 questionnaires representing 5% of the sample were unreturned.

Table 2: Demography of Respondents by Sex

Variable	Categories	Frequency	Percentage
	Male	210	55.3
	Female	170	44.7
	Total	**380**	**100.0**

Source: **Researcher's Field Work, 2026**

Table 2 showed the sex of the respondents. The study had 210 representing 55.3% males, and 170 representing 44.7% female respondents. Significantly, the study was dominated by male respondents.

Table 3: Distribution of Respondents by Marital Status

Variable	Categories	Frequency	Percentage
	Married	180	47.4
	Single	145	38.2
	Divorced	40	10.5
	Widow/widower	15	2.9
	Total	**380**	**100.0**

Source: **Researcher's Field Work, 2026**

Table 3 showed the respondents marital status. They showed that 180 representing 47.4% were married, 145 representing 38.2% were singles, 40 representing 10.5% were divorced, while 15 representing 2.9% were widow/widower. This study dominated by the married class (180), followed by the singles (145), then followed by the divorced class (40) and lastly the widows/widowers (15).

Table 4: Distribution of Respondents by Educational Qualification

Variable	Categories	Frequency	Percentage
	SSCE	42	11.1
	NCE/OND	140	36.8

	HND/B.Sc	190	50
	PGDs	8	2.1
	Total	**380**	**100.0**

Source: **Researcher's Field Work, 2026**

Table 4 showed the educational qualification of respondents. Based on the statistics, there were 40 representing 11.1% respondents with SSCE, 140 representing 36.8% were NCE/OND holders, 190 representing 50% were HND/B.Sc degree holders, and 8 representing 2.1% were Post graduate degree holders. The study was significantly dominated by the respondents with HND/B.Sc degrees (190), followed by the respondents with NCE/OND (140), then followed by respondents with SSCE (40), and lastly followed by respondents with Post graduates degrees (8).

Table 5: Distribution of Respondents by Age

Variable	Categories	Frequency	Percentage
	20-30 years	142	37.4
	30-40 years	185	48.7
	40-50 years	35	9.2
	50 years and above	18	4.7
	Total	**380**	**100.0**

Source: **Researcher's Field Work, 2026**

Table 5 showed the age of the respondents. The study had 142 representing 37.4% within the age bracket of 20-30 years, 185 representing 48.7% were between the age range of 30-40 years, those between the age of 40-50 years were 35(9.2%), while those between age 50 years and above were 18(4.7%). It significantly shown that the age 31-40 years dominated the study, followed by the age 20-30 (142), then followed by age 41-50, and lastly those between age 50 and above.

Data Analysis

Table 6: What is the available E-governance instruments in Ohaozara Local Government Council?

S/N	Statement	SA	A	D	SD	Mean	Std.	Remark
1	Electronic Government Portals (E-Portals)	178	145	30	27	2.83	0.99	Agreed
2	Management Information Systems (MIS)	169	156	40	15	3.20	0.85	Agreed
3	Government-to-Citizen (G2C) Service Platforms	174	151	38	17	2.90	1.18	Agreed
4	Electronic Document and Records Management Systems (EDRMS)	182	157	28	13	2.89	1.09	Agreed
5	ICT-Based Communication Tools	180	161	25	14	2.73	1.23	Agreed
6	Biometric and Digital Identification Systems	174	151	38	17	2.90	1.18	Agreed
	Grand Mean					2.91	1.07	Agreed

Source: Researcher's Field Work, 2026

Table 6 showed the available E-governance instruments in Ohaozara Local Government Council. The table showed that Electronic Government Portals (E-Portals) (mean=2.83, std.=0.99); Management Information Systems (MIS) (mean=3.20, std.=0.85); Government-to-Citizen (G2C) Service Platforms (mean=2.90, std.=1.18); Electronic Document and Records Management Systems (EDRMS (mean=2.89, std.=1.09); ICT-Based

Communication Tools (mean=2.73, std.=1.23); and Biometric and Digital Identification Systems (mean=2.90, std.=1.18) are the available E-governance instruments in Ohaozara Local Government Council.

Table 7: What are the effects of E-governance on service delivery in Ohaozara Local Government Council?

N=380, Criterion mean=2.5

S/N	Statement	SA	A	D	SD	Mean	Std.	Remark
7	E-governance has made access to government services faster and more convenient in the Council	166	151	40	23	3.00	1.14	**Agreed**
8	The use of digital platforms (e.g., online portals, electronic records) has improved the accuracy and reliability of services provided by Council staff	174	158	37	11	3.38	0.90	**Agreed**
9	E-governance has reduced bureaucratic delays in processing government documents and requests	190	158	20	12	2.96	0.78	**Agreed**
10	Digital communication channels (emails, online complaint systems, SMS notifications) have improved feedback and responsiveness to citizens' needs	185	170	20	5	3.35	0.76	**Agreed**
11	Automation and digital tools have enhanced transparency and reduced opportunities for corruption in the Council	180	174	18	8	3.04	0.41	**Agreed**
12	The adoption of E-governance has increased overall efficiency and effectiveness in the delivery of public services in the Council	185	170	20	12	2.96	0.78	Agreed
	Grand Mean					**3.12**	**0.82**	**Agreed**

Source: Researcher's Field Work, 2026

Table 7 showed how the effects of E-governance on service delivery in Ohaozara Local Government Council. The table showed that E-governance has made access to government services faster and more convenient in the Council (mean=3.00, std.=1.14); the use of digital platforms (e.g., online portals, electronic records) has improved the accuracy and reliability of services provided by Council staff (mean=3.38, std.=0.90); E-governance has reduced bureaucratic delays in processing government documents and requests in the Council (mean=2.96, std.=0.78); digital communication channels (emails, online complaint systems, SMS notifications) have improved feedback and responsiveness to citizens' needs (mean=3.35, std.=0.76); automation and digital tools have enhanced transparency and reduced opportunities for corruption in the Council (mean=3.04, std.=0.41); the adoption of E-governance has increased overall efficiency and effectiveness in the delivery of public services in the Council (mean=2.96, std.=0.78).

Table 8: What are the constraints affecting E-governance and service delivery in Ohaozara Local Government Council?

N=380, Criterion mean=2.5

S/N	Statement	SA	A	D	SD	Mean	Std.	Remark
13	Inadequate internet connectivity in	191	152	23	14	2.85	0.94	**Agreed**

	government offices							
14	Insufficient funding and budgetary support	184	166	19	11	3.11	0.99	**Agreed**
15	Lack of adequate ICT skills among civil servants	180	167	20	13	3.15	0.87	**Agreed**
16	Frequent power outages and unstable electricity supply	193	160	15	12	3.16	1.01	**Agreed**
17	Resistance to change among staff	184	166	19	11	3.11	0.99	**Agreed**
18	Poor maintenance and outdated ICT infrastructure	180	166	19	11	3.11	0.99	**Agreed**
	Grand Mean					**3.09**	**0.96**	**Agreed**

Source: Researcher's Field Work, 2026

Table 8 showed the constraints affecting E-governance and service delivery in Ohaozara Local Government Council. The table showed that inadequate internet connectivity in government offices (mean=2.85, std.=0.94); insufficient funding and budgetary support (mean=3.11, std.=0.99); lack of adequate ICT skills among Council staff (mean=3.15, std.=0.87); frequent power outages and unstable electricity supply (mean=3.16, std.=1.01); resistance to change among staff (mean=3.11, std.=0.99); and poor maintenance and outdated ICT infrastructure (mean=3.11, std.=0.99) are the constraints affecting E-governance and service delivery in Ohaozara Local Government Council.

Discussion of Findings

The available E-governance instruments in Ohaozara Local Government Council

The study investigate the available E-governance instruments in Ohaozara Local Government Council. The study identified that Electronic Government Portals (E-Portals); Management Information Systems (MIS); Government-to-Citizen (G2C) Service Platforms; Electronic Document and Records Management Systems (EDRMS); ICT Based Communication Tools; Biometric and Digital Identification Systems are the most available and existing E-governance instruments in Ohaozara Local Government Council. This confirmed Table 6 which showed that the majority of respondents (Grand Mean of 2.91 and Standard Deviation of 1.07) strongly agreed and agreed that the available E-governance instruments in Ohaozara Local Government Council include Electronic Government Portals (E-Portals); Management Information Systems (MIS); Government-to-Citizen (G2C) Service Platforms; Electronic Document and Records Management Systems (EDRMS); ICT Based Communication Tools; and Biometric and Digital Identification Systems respectively.

This above finding is in line with Inakefe et al (2024) who examined digital tools in the Cross River State Civil Service. The study revealed that ICT tools like MIS, communication platforms and digital systems have a great impact on service delivery but their availability is still low. Likewise, Omotayo and Ogunmodede (2025) embarked on an empirical research on E-governance and service delivery in Nigeria. The study found that online government portals (E-portals) and G2C platforms increase citizen access to services, but also have some issues such as inadequate infrastructure. Adegoroye et al (2024) conducted a study on E-administration and digital records in Kogi State. The results revealed that Electronic Document and Records Management Systems (EDRMS) enhances record keeping and service delivery efficiency in Kogi State. Hence, the foregoing empirical studies justify the present study which posits that the

important existing E-governance instruments in Ohaozara Local Government Council is E-Portals, MIS, G2C, EDRMS and many others.

The effects of E-governance on service delivery in Ohaozara Local Government Council

The study examined the effects of E-governance on service delivery in Ohaozara Local Government Council. The study found that the management of the Council has effectively utilised the available E-governance instruments to enhance adequate service delivery. This confirmed Table 7, which showed that the majority of the respondents representing Grand Mean of 3.12 and Standard Deviation of 0.82 strongly agreed on the following; E-governance has made access to government services faster and more convenient, the use of digital platforms (online portals, electronic records, etc.) has improved the accuracy and reliability of services provided by Council staff, E-governance has reduced bureaucratic delays in processing government documents and requests, digital communication channels (email, online complaint systems, SMS notifications) have improved feedback and responsiveness to citizens' needs, automation and digital tools have enhanced transparency and reduced opportunities for corruption, and the adoption of E-governance has increased overall efficiency and effectiveness in the delivery of public services in Ohaozara Local Government Area.

This result is congruent with the study of Abimaje and Bagaji (2026) on revenue administration reforms in e-governance in Kogi State. The research established that the digital platforms contributed to faster service delivery, lowered down the bureaucratic hurdles, and increased transparency in financial processes. Based on the findings of the study, the researcher found that e-governance has a tremendous impact on achieving efficiency, transparency and timeliness in the delivery of public services in Kogi State. Similarly, Ayesha etal (2025) conducted a review of the implementation of e-governance in Nigeria. The study discovered that improving transparency, combating corruption and enhancing overall efficiency in service delivery were the benefits of automation and use of digital tools. The study found that e-governance is beneficial to public administration, in terms of accountability, efficiency and effectiveness. Thus, the results of the above empirical study support the observation of the present study which indicates that the management has been able to utilize E-governance effectively to enhance service delivery in Ohaozara Local Government Council.

The constraints affecting E-governance and service delivery in Ohaozara Local Government Council

The study explored the challenges of E-governance and service delivery in Ohaozara Local Government Council. The outcome of the study showed that, although E-governance instruments have improved the quality of service delivery in the Council, there have been a lot of obstacles that have faced E-governance over the years including: lack of adequate internet connectivity in the government offices, lack of adequate funding and budgetary support, lack of adequate ICT skills among the Council staff, frequent power outages and unstable electricity supply, resistance to change among staff, and poor maintenance and outdated ICT infrastructure. This confirmed Table 8, which showed that inadequate internet connectivity in government offices, inadequate funding and budgetary support, lack of adequate ICT skills among the Council staff, frequent occurrence of power outages and unstable electricity supply, resistance to change among Council staff, and poor maintenance and outdated ICT

infrastructure are the constraints facing E-governance and service delivery in Ohaazara Local Government Council, with the majority of the respondents representing Grand Mean of 3.09 and Standard Deviation 0.96 strongly agreed and agreed respectively.

The above study corroborated the findings of the work of Nnaji and Nri (2022) which identified the important challenges affecting the application and use of E-governance infrastructures and techniques in public organisations in Nigeria. The findings reveal that most government employees are faced with the challenge of PSSD due to lack of adequate E-governance facilities, poor funding, E-governance capacity building, and poor access to internet services in government offices amongs others. This pattern of E-governance practices and institutional challenges as reviewed shows why and how an emerging public sector with these characteristics will continue to lose relevance in this era of globalisation and Public Sector Service Innovations (PSSIs). In the same way, Inakefe et al (2024) looked at digital tools in Cross River State Civil Service. The results of the study indicated that deficient ICT infrastructure, substandard internet connectivity and lack of funding are significant challenges to the implementation of e-governance and delivery of services. The study finally found that e-governance is not capable of enhancing service delivery unless sufficient funding and infrastructure is provided. From the above empirical studies finding it can be deduced that the study now under discussion confirmed that though the E-governance has a positive effect on service delivery, the operation of E-governance in service delivery operation in Ohaozara Local Government Council experienced some problems.

Conclusion

The study results clearly show that the diversity of E-governance instruments namely Electronic Government Portal, Management Information systems, Government-to-Citizen platforms, Electronic Document and Records Management system, ICT based communication tools and Biometric Identification system have markedly changed the service delivery system in Ohaozara Local Government Council. The digital tools have boosted the timeliness, ease, correctness and trustworthiness of government services, reduced bureaucratic delays and increased transparency and accountability. In addition, the use of digital communication channels has made public services more responsive and citizen-oriented, resulting in more efficient and effective service delivery. However, despite these successes, the study discovered a number of ongoing problems that must be overcome for the potential of E-governance to be realised, such as inadequate internet connectivity, insufficient funding, limited ICT skills among Council staff, unstable electricity supply, resistance to technological change, and poor maintenance of existing infrastructure. It is therefore important to be able to create solutions to these challenges by sustaining investment, capacity building and institutional reforms to consolidate the benefits of e-governance and move the service delivery in Ohaozara Local Government Council forward sustainably.

Recommendations

Based on the results obtained from the study the following recommendations were made;

i. Public servants' ability to use e-governance tools effectively should be strengthened by introducing regular training and capacity building programmes in the use of ICTs for public

servants in Ohaozara Local Government Council through on-the-job training, regular workshops and certification programmes to strengthen their digital competence.

ii. The management of Ohaozara Local Government Council should pay attention to providing reliable and high-speed internet services in all public offices for better communications, real-time data processing and easy access to online government services.

iii. Robust cybersecurity systems and policies need to be implemented and adhered to, with a view to safeguarding government information, promoting privacy and establishing trust in government digital systems among public servants and citizens alike.

iv. To ensure uninterrupted service delivery and enhance accessibility of citizens, the Ohaozara Local Government Council must ensure stable electricity supply, functional backup power systems, as well as promote development of user-friendly digital platforms and mobile applications.

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