E-GOVERNANCE AND PUBLIC SECTOR PERFORMANCE IN LAGOS METROPOLITAN AREA TRANSPORT AUTHORITY

YAKUBU Olugbenga Mufutau

Department of Public Administration, Faculty of Management Sciences, Lagos State University, Ojo, Nigeria.
qubuone@yahoo.com

HASSAN Ibrahim Korede

Department of Public Administration, Faculty of Management Sciences, Lagos State University, Ojo, Nigeria.
ibrahim.hassan@lasu.edu.ng; ORCID: 0000-0002-0404-5826;

AKHAKPE Ighodalo Bassey

Department of Public Administration, Faculty of Management Sciences, Lagos State University, Ojo, Nigeria.
ighodalo.akhakpe@lasu.edu.ng

Abstract: Lagos State has significantly transformed public sector performance by leveraging technology to improve service delivery, enhance transparency, and foster citizen engagement. Despite the adoption of technology like e-governance in the state, there is a growing concern about the effectiveness of e-governance in improving public sector performance. This study examines the impact of e-governance on public sector performance in LAMATA, Lagos State, Nigeria. The study is anchored on the Technology-Organisation-Environment (TOE) framework, as the study employed the interpretivism philosophy and a qualitative approach in data collection and analysis. An exploratory research design was considered appropriate because of its flexibility to consider many different aspects of the phenomenon. Similarly, newspaper reports and opinions were content analysed as the study adhered to the qualitative model of social research, which included textbooks, journals, articles, newspapers, and other publications. The results show that e-governance has improved public sector performance in Lagos State, particularly in terms of transparency, accountability, and citizen participation. However, the study also identifies some challenges facing e-governance in Lagos State, including inadequate infrastructure, lack of skilled personnel, and limited access to technology. The study concludes that e-governance has the potential to improve public sector performance in Lagos State but requires careful planning, implementation, and evaluation to overcome the challenges.
Keywords: E-governance, LAMATA, Public Sector Performance, Technology-Organization-Environment (TOE)

Introduction

E-governance has become an essential tool for improving public sector performance in many countries. It refers to the use of digital technologies to enhance the delivery of government services, improve communication between government and citizens, and promote transparency and accountability in public administration (Olatunji & Adebayo, 2020). In Nigeria, the adoption of e-governance has significant implications for public sector performance. E-governance is increasingly being recognized as a key factor in improving public sector performance (UNDESA, 2014). Lagos State, being the economic hub of Nigeria, has also adopted e-governance as a means of enhancing its public sector

performance. The state has been at the forefront of e-governance initiatives in Nigeria, with the aim of improving public sector performance (Lagos State Government, 2019).

It is noteworthy to say that e-governance in Lagos State has significantly transformed public sector performance by leveraging technology to improve service delivery, enhance transparency, and foster citizen engagement. Lagos State has implemented various online platforms for services such as tax payments, business registrations, and permits. This reduces the need for physical visits and minimizes bureaucratic delays (Ayo & Adebayo, 2018). It is a gain that the state government has embraced open data principles, making information about budgets, expenditures, and public services accessible to citizens, which fosters accountability. Further, e-governance allows for real-time feedback from citizens through social media and dedicated platforms, facilitating a more responsive government through the e-government portals and digital platforms (Onuoha, 2020). These portals provide information on government activities, enabling citizens to track the performance of public services and projects. For instance, the Lagos State Traffic Management Authority's (LASTMA) mobile app helps citizens report traffic issues and improve urban mobility. The mobile app and platform would enable feedback mechanisms and public participation across residents to voice their opinions on policies and initiatives of the government.

Despite the adoption of e-governance in Lagos State, there is a growing concern about the effectiveness of e-governance in improving public sector performance (Eze & Chinedu, 2020). The state government has invested heavily in e-governance initiatives such as the Lagos State Integrated Revenue System (LAIRS). An online platform for paying taxes and other revenues to the state government like vehicle registration, land transactions, and utility bills (Okunola, 2019). It is evident that the e-health platform promotes healthcare service delivery, including online consultations and appointment scheduling; however, there is limited empirical evidence on the impact of these initiatives on public sector performance. Specifically, there are concerns about the lack of transparency, accountability, and efficiency in the delivery of public services, which are critical to the well-being of citizens.

In recent years, the Lagos State government has invested heavily in implementing e-governance initiatives aimed at enhancing the effectiveness of the public sector leading to efficient service delivery (LSG, 2019). The Lagos Metropolitan Area Transport Authority (LAMATA), responsible for regulating and managing transportation in Lagos State, has also adopted various e-governance platforms to improve its operations. However, despite these efforts, there are growing concerns about the impact of e-governance on the performance of LAMATA and the public sector in Lagos State. Even with the adoption of e-governance platforms, LAMATA still faces challenges in providing efficient and effective services to the public, leading to delays, inefficiencies, and dissatisfaction among citizens (Adeleke & Ogunleye, 2020).

The lack of transparency and accountability in LAMATA's operations has led to allegations of corruption and mismanagement, undermining public trust and confidence in the agency (Ojo & Omoare, 2021). One could argue that LAMATA's limited infrastructure and resources, such as inadequate internet connectivity and outdated technology, impede the effective implementation of e-governance initiatives. It is evident that LAMATA staff may lack the necessary skills and training to effectively utilize e-governance platforms, leading to inefficiencies and errors in service delivery (Ibrahim & Olasunkanmi, 2021). The lack

of effective citizen engagement and participation in LAMATA's decision-making processes has led to a disconnect between the agency's services and the needs of the citizens. These problems raise important questions about the impact of e-governance on public sector performance in Lagos State, specifically in the context of LAMATA.

In spite of the importance of e-governance in improving public sector performance, there is a minor empirical study on the impact of e-governance on public sector performance in Lagos State agencies. Previous studies have focused on the benefits of e-governance in general, but there is a need for a study that specifically examines the impact of e-governance on public sector performance in Lagos State agencies. The existing literature suggests that e-governance has the potential to improve public sector performance by increasing transparency, reducing corruption, and enhancing citizen participation. However, the literature failed to address the challenges of implementing e-governance in the state public enterprise, especially in the areas of inadequate infrastructure, dearth of skilled personnel, and limited access to technology. This is the gap in knowledge that the study intends to address. Based on this, the study investigates the impact of e-governance on public sector performance in Lagos State, with a view to identifying the benefits and challenges of e-governance and providing recommendations for improving e-governance to enhance public sector performance.

Objectives of the study

To assess the impact of e-governance on public sector performance in Lagos State.

To determine the challenges of implementing e-governance in Lagos State.

To provide recommendations for improving e-governance to enhance public sector performance in Lagos State.

Literature Review

E-Governance and Public Sector Performance: A Conceptual Review

E-governance, the use of information and communication technology (ICT) to improve public sector performance, has become a global trend (Udo & Bassey, 2020). It offers numerous benefits, including increased efficiency, transparency, and accountability. However, its effectiveness depends on various factors, such as the level of technological infrastructure, human capital, and institutional readiness. Meanwhile, the use of ICT help government in streamlining processes and reducing administrative burdens hereby reducing costs associated with traditional government operations. According to Ojo and Omoare (2021), e-governance enhancing public access to information and decision-making, especially for marginalized groups. It is evident that it improved governance by making public officials more accountable to deliver government services to citizens.

Adebayo (2021) alluded to the fact that e-governance improve public sector performance, and has emerged as a critical tool for modern governments. Its impact on public sector performance can be seen across various dimensions:

Efficiency and Effectiveness: E-governance can streamline processes, reduce bureaucratic red tape, and enhance decision-making, leading to more efficient and effective public services.

Transparency and Accountability: The digital nature of e-governance can increase transparency by making information accessible to citizens. It can also enhance accountability by providing a digital audit trail.

Citizen Participation: E-governance can facilitate citizen participation in governance processes through online platforms and e-consultation.
Economic Development: E-governance can promote economic development by attracting investment and improving the business environment.

E-Governance on Public Sector Performance in Lagos State
E-governance has been increasingly adopted as a means to improve public sector performance, enhance transparency, and increase citizen participation (Okunola, 2019). In Nigeria, Lagos State has been at the forefront of e-governance initiatives, with the aim of improving public sector performance and service delivery. It is gainsaying that the state has made significant strides in the of implementation e-governance in Nigeria. Lagos state has implemented some notable initiatives, including:
Online citizen services: Providing online platforms for citizens to access government services, such as passport applications, tax payments, and business registrations. Consequently, Lagos State Internal Revenue Service (LIRS) has implemented online tax filing and payment systems, reducing the burden on taxpayers and increasing revenue collection. This has attracted investment and improved the business environment, contributing to economic growth in the state. For instance, **Lagos State Residents' Registration Agency (LASRRA) is a government** agency that has digitized the process of registering residents, improving efficiency and accuracy. The availability of online information has increased transparency and accountability in government operations.
E-health: Implementing electronic health records and telemedicine services. Further, **Lagos State Ministry of Health (LSMoH)** has launched electronic health records and telemedicine services, improving access to healthcare. This initiative has streamlined processes, reduced waiting times, and improved service delivery.
Smart city initiatives: Using technology to improve urban planning, transportation, and infrastructure.
Oluwafemi (2020) identified the key effects of e-governance on public sector performance in Lagos state below;
Improved Service Delivery: E-governance platforms enable citizens to access government services online, reducing the need for physical visits to government offices. This is particularly beneficial in a country where bureaucratic inefficiencies can hinder service delivery. Further, it promotes speed and efficiency through automated processes streamline service delivery, minimizing delays in processing applications, permits, and other requests. This leads to faster response times and improved citizen satisfaction.
Enhanced Transparency and Accountability: E-governance promotes the publication of government data online, making information accessible to the public. This transparency helps reduce corruption and promotes accountability among public officials. It helps in monitoring and evaluation by adopting the digital tools for better tracking of government projects and expenditures, enabling citizens and oversight bodies to hold officials accountable for their actions.
Increased Citizen Participation: E-governance facilitates citizen engagement through online feedback mechanisms, surveys, and social media. Citizens can voice their opinions and contribute to decision-making processes, leading to more responsive governance. it encourages e-petitions and forums via online platforms by allowing the citizens to petition

the government and participate in discussions, fostering a sense of community involvement and ownership in governance.

Cost Reduction: E-governance reduces operational costs by minimizing paperwork and streamlining administrative processes. This can lead to significant savings for government agencies. It enables resource allocation through the digital systems. The system enable better allocation of resources by providing data-driven insights into service demands and usage patterns.

Capacity Building: The implementation of e-governance requires training for public servants in digital skills and technology management, enhancing the overall capacity of the public sector workforce. Knowledge sharing are fosters through the collaboration among government agencies, improving coordination and service delivery.

Theoretical Review

The study is situated around Technology-Organization-Environment (TOE) framework, which posits that the adoption and implementation of e-governance initiatives are influenced by technological, organisational, and environmental factors. This theory was first introduced by Tornatzky and Fleischer (1990), and it has since been applied to various contexts, including e-governance, which is a widely used theoretical framework in the field of information systems and technology adoption.

Meanwhile, the TOE framework consists of three dimensions, which are the Technology (T) dimension. Onuoha (2020) asserts that the characteristics of the technology itself, including its complexity, compatibility, and perceived benefits whereas the Organisation (O) dimension refers to the organisational factors that influence the adoption and implementation of technology, including organisational size, structure, and culture (Udo & Bassey, 2020), while the Environment (E) dimension is the external factors that affect the adoption and implementation of technology, including government policies, market conditions, and competition.

In the context of e-governance, the TOE framework can be used to examine the factors that influence the adoption and implementation of e-governance initiatives (Adebayo, 2017). The TOE framework can be applied to e-governance complexity, compatibility, and perceived benefits. The complexity of e-governance technologies, such as online portals and digital payment systems, can affect their adoption and implementation (Siau & Long, 2005; Ogunleye, 2020). The compatibility of e-governance technologies with existing systems and infrastructure can influence their adoption and implementation; the perceived benefits of e-governance technologies, such as increased transparency and efficiency, can influence their adoption and implementation (Ojo & Omoare, 2021).

As for the organisational size, the government organisation can influence its ability to adopt and implement e-governance initiatives (Adeleke & Ogunleye, 2020). It is noteworthy that the structure of the government organisation, including its hierarchy and decision-making processes, can influence the adoption and implementation of e-governance initiatives. By applying the TOE framework to e-governance, researchers and policymakers can better understand the factors that influence the adoption and implementation of e-governance initiatives and develop strategies to overcome the challenges and barriers to e-governance adoption (Ibrahim & Olasunkanmi, 2021). The TOE framework can help Lagos State agencies understand the factors that influence the adoption and implementation of e-

governance initiatives, enabling them to develop more effective strategies for e-governance adoption.

Further, organisational factors that influence e-governance adoption allow Lagos State agencies to identify areas for improvement and develop strategies to enhance their organisational readiness for e-governance implementation (Okunola, 2019). The TOE framework can help Lagos State agencies select technologies that are compatible with their organisational needs and capabilities, reducing the risk of technology failure or underutilization. It is evident that by automating manual processes and improving the efficiency of government operations, Lagos State agencies can reduce costs, improve productivity, and enhance the overall quality of service delivery (Adeleke & Ogunleye, 2020). Lagos State agencies can help develop e-governance initiatives that are more responsive to citizen needs, enhancing citizen engagement and participation in government decision-making processes.

Meanwhile, Lagos State agencies may not have a thorough understanding of e-governance concepts and principles, making it difficult for them to apply the TOE framework effectively. This state agency may not have the necessary technology infrastructure to support e-governance initiatives, making it difficult for them to implement the TOE framework (Heeks, 2006; Ayo & Adebayo, 2018). Further, they may resist changes to their organisational structures and processes, making it difficult for them to adopt and implement e-governance initiatives. There may not have sufficient funding to support e-governance initiatives, making it difficult for them to implement the TOE framework (Eze & Chinedu, 2020). Lagos State agencies may not have personnel with the necessary skills and expertise to design, implement, and manage e-governance initiatives (Ogunleye, 2020). The state agencies may face interoperability issues between different agencies and technology systems, making it difficult for them to implement the TOE framework, and they may not have a clear understanding of citizen readiness for e-governance initiatives, making it difficult for them to design and implement effective e-governance services.

Also, the state agencies may face challenges in managing and integrating data from different sources, making it difficult for them to implement the TOE framework (Ojo & Omoare, 2021). For instance, the Lagos State Ministry of Agriculture faced challenges in applying the TOE framework due to limited understanding of e-governance concepts and principles, as well as inadequate technology infrastructure; likewise, the Lagos State Ministry of Environment faced challenges in applying the TOE framework due to organisational resistance to change and limited skilled personnel (Olatunji & Adebayo, 2020). More so, the Lagos State Ministry of Transportation faced challenges in applying the TOE framework due to citizen readiness and interoperability issues, and the Lagos State Ministry of Health faced challenges in applying the TOE framework due to data management challenges and evaluating and monitoring mechanisms.

Ojo and Omoare (2021) identified the following challenges to e-governance implementation in Lagos State, and they are highlighted below:

Technological Challenges:

Infrastructure: Lack of modern and reliable IT infrastructure, including hardware, software, and network connectivity, can hinder the implementation of e-governance in Lagos State agencies.

Digital Literacy: Limited digital literacy among citizens and government officials can make it difficult to adopt and utilize e-government systems effectively.

Cybersecurity: The risk of cyberattacks and data breaches can compromise the security and integrity of e-governance systems, making it essential to invest in robust cybersecurity measures.

Organisational Challenges:

Resistance to Change: Inertia and resistance to change can hinder the adoption of e-governance systems, particularly among government officials who may be accustomed to traditional methods of governance.

Lack of Standardization: Inconsistent processes and systems across different government agencies can make it difficult to integrate e-governance systems and ensure seamless interaction between agencies.

Insufficient Training: Inadequate training and capacity building can limit the ability of government officials to effectively use e-governance systems.

Financial Challenges:

Limited Budget: Insufficient funding can hinder the implementation of e-governance systems, particularly in areas such as infrastructure development and cybersecurity.

High Maintenance Costs: The cost of maintaining and upgrading e-governance systems can be prohibitively high, particularly for smaller agencies with limited budgets.

Cultural Challenges:

Trust and Transparency: Building trust among citizens and government officials is essential for the successful implementation of e-governance systems, but this can be challenging in environments where there is a lack of transparency and accountability.

Citizen Engagement: Encouraging citizen participation and engagement in e-governance systems can be difficult, particularly among marginalized or underserved populations.

Interoperability: Ensuring that different e-governance systems can seamlessly interact and share data can be a significant challenge, particularly across different agencies and levels of government.

Data Management: Managing and integrating large amounts of data from various sources can be a challenge, particularly in areas such as data analytics and visualization.

Legal and Regulatory Frameworks: The lack of clear legal and regulatory frameworks can hinder the implementation of e-governance systems, particularly in areas such as data privacy and security.

By understanding these challenges, Lagos State can better prepare themselves to overcome the obstacles and successfully implement e-governance systems that improve the delivery of public services and enhance citizen engagement.

Methodology

The study explored e-governance and public sector performance in Lagos Metropolitan Area Transport Authority (LAMATA) Lagos State, Nigeria. The study employed the interpretivism philosophy and a qualitative approach in data collection and analysis. An exploratory research design was considered appropriate because of its flexibility to consider many different aspects of the phenomenon. Similarly, newspaper reports and opinions were content analyzed as the study adhered to the qualitative model of social research, which included textbooks, journals, articles, newspapers, and other publications. Multiple secondary sources were used to reduce the risk of error and improve the study's reliability and validity.

E-Governance in Lamata (Lagos metropolitan area transport authority)

LAMATA is a transport authority responsible for regulating and managing transportation in Lagos State, Nigeria. With a growing population and increasing demand for transportation, LAMATA recognized the need to improve its services and operations through the use of technology (LSG, 2021). In 2015, LAMATA launched an e-governance initiative aimed at digitising its operations and services. The initiative included the development of an online portal for citizens to access information and services, as well as an internal system for staff to manage and track transportation-related data (LSG, 2019).

Ojo and Omoare (2021) identified the following key components of the e-governance initiative embraced by LAMATA, which include

Online Portal: A citizen-facing portal was developed to provide information on transportation services, including routes, schedules, and fares. Citizens could also submit feedback and complaints through the portal.

Internal System: A web-based internal system was developed for staff to manage and track transportation-related data, including vehicle registration, licensing, and permits.

Data Analytics: A data analytics platform was developed to analyse transportation data and provide insights to improve services and operations.

Mobile App: A mobile app was developed to provide citizens with real-time information on transportation services and to enable them to report incidents and provide feedback.

Ogunleye (2020) asserts that the e-governance initiative in LAMATA has resulted in several benefits, including:

Improved Transparency: The online portal and internal system have improved transparency in transportation services and operations.

Increased Efficiency: Automation of manual processes has increased efficiency and productivity in transportation operations.

Enhanced Citizen Engagement: The online portal and mobile app have enhanced citizen engagement and participation in transportation planning.

Better Decision-Making: Data analytics has enabled LAMATA to make data-driven decisions to improve services and operations.

Cost Savings: The e-governance initiative has reduced paperwork and manual processes, resulting in cost savings.

At this juncture, it is pertinent to highlight the lessons learnt from the e-governance initiative in LAMATA, including:

Importance of Change Management: Some staff members resisted the change to digital systems and processes. It is evident to say that effective change management is critical to ensure a smooth transition to digital systems and processes.

Need for robust IT infrastructure: Limited IT infrastructure in some areas of Lagos State hindered the implementation of the e-governance initiative. Also, technical issues, such as system downtime and data loss, were experienced during the implementation phase. It is instructive to note that a robust IT infrastructure is essential to support e-governance initiatives.

Cybersecurity: Cybersecurity concerns were raised during the implementation phase, and measures had to be taken to ensure the security of the system and data. Hence, cybersecurity measures must be taken seriously to protect the system and data from cyber threats.

Stakeholder Engagement: Stakeholder engagement is critical to ensure that the needs of citizens and staff are met.

Consequently, the e-governance initiative in LAMATA has improved transparency, efficiency, and citizen engagement in transportation services in Lagos State. However, the implementation phase was not without its challenges, and lessons learnt from the experience can inform future e-governance initiatives in other organisations.

Recommendations for Improving E-Governance by the Lagos State Government

Invest in infrastructure and technical capacity: The Lagos State government should invest in developing the necessary infrastructure and technical expertise to support e-governance initiatives. This will help improve internet connectivity and technological infrastructure, particularly in underserved areas, to ensure equitable access to e-governance services.

Promote digital literacy programs: Implement training programs to enhance digital skills among citizens, ensuring that more people can effectively use e-governance platforms. This could be done by encouraging public officials to embrace digital transformation through training and awareness campaigns that highlight the benefits of e-governance.

Address organisational and cultural barriers: Lagos State government should address organisational and cultural barriers to e-governance adoption, including resistance to change and lack of institutional capacity.

Prioritize citizen engagement and participation: The Lagos State government should prioritize citizen engagement and participation in e-governance initiatives to ensure that citizen needs are met.

Strengthen cybersecurity measures: develop robust cybersecurity policies and practices to protect government data and build public trust in digital services.

Establish Clear Policies and Regulations: Create comprehensive policies and regulatory frameworks to guide the implementation of e-governance, ensuring consistency and accountability in service delivery.

Conduct Further Research: Further research is needed to fully understand the best practices for e-governance implementation on public sector performance in Lagos State.

Conclusion

In conclusion, e-governance has the potential to significantly improve public sector performance in Lagos State. By addressing the challenges and maximizing the opportunities, the state can create a more efficient, transparent, and responsive government. E-governance has significantly enhanced by improving service delivery, promoting transparency, increasing citizen participation, and reducing costs. However, addressing the challenges of infrastructure, digital literacy, resistance to change, security, and regulatory frameworks, technical constraints, organisational and cultural barriers, and privacy concerns is critical for realizing the full benefits of e-governance. With strategic investments and a commitment to digital transformation, LAMATA can harness the power of e-governance to foster more effective and accountable public administration. It is a gain that e-governance initiatives have shown promise in Lagos State, but more research is needed to fully understand the impact on public sector performance.

References

Adebayo, A. (2017). E-governance and public sector performance in Nigeria. Journal of Public Administration and Governance, 7(2), 1-12.

Adebayo, A. M. (2021). E-governance and public sector reform: A study of Nigeria's e-government initiatives. International Journal of Public Administration, 44(5), 396-405.

Adeleke, A. A., & Ogunleye, O. S. (2020). E-governance and service delivery in Lagos State: An evaluation of the impact of technology on public administration. Journal of Public Administration and Governance, 10(3), 1-15.

Adeyemi, O. (2018). E-governance and public sector performance in Lagos State, Nigeria. Journal of Public Administration and Policy Research, 10(1), 1-10.

Ayo, C. K., & Adebayo, A. (2018). E-Governance and public sector performance in Nigeria: A study of Lagos State. Journal of Public Administration, 12(3), 45-62.

Bryman, A. (2012). Social research methods. Oxford University Press.

Creswell, J. W. (2014). Research design: Qualitative, quantitative, and mixed methods approach. Sage Publications.

European Commission. (2018). E-government in the EU: A study of the European Commission's e-government action plan 2016-2020.

Eze, S. C., & Chinedu, E. (2020). The Role of E-Governance in Improving Public Service Delivery in Nigeria: Challenges and Prospects. Journal of Public Administration and Governance, 10(2), 1-16.

Heeks, R. (2006). Implementing and managing e-government: An international text. Sage Publications.

Heeks, R. (2006). Implementing and managing e-government: An international text. Sage Publications.

Ibrahim, Y., & Olasunkanmi, A. (2021). The role of e-governance in enhancing public service delivery in Lagos State, Nigeria. International Journal of Public Administration, 44(11), 914-922.

Kumar, V., Maheshwari, B., & Kumar, U. (2007). E-governance in India: A case study of Andhra Pradesh. Journal of Public Administration and Policy Research, 3(1), 1-15.

Lagos State Government. (2019). Lagos State e-governance strategy 2019-2023.

Lagos State Government. (2020). E-governance initiatives. Retrieved from https://lagosstate.gov.ng/e-governance

Lagos State Government. (2021). Annual Performance Report on E-Governance Initiatives. Retrieved from https://www.lagosstate.gov.ng

Lagos State Government. (2022). Lagos State E-Governance Policy. Retrieved from Lagos State Government Official Website https://www.lagosstate.gov.ng

Moon, M. J. (2002). The evolution of e-government among municipalities: Rhetoric or reality? Public Administration Review, 62(4), 424-433. https://doi.org/10.1111/0033-3352.00196

OECD. (2017). Government at a glance 2017. OECD Publishing.

Ogunleye, O. (2017). Challenges of e-governance implementation in Lagos State, Nigeria. Journal of Public Administration and Policy Research, 9(1), 1-10.

Ogunleye, O. (2019). E-Governance and the challenge of public service delivery in Nigeria: A review of the literature. African Journal of Public Administration, 2(1), 45-61.

Ogunleye, O. (2020). E-health initiatives in Lagos State: A catalyst for improved healthcare delivery. Nigerian Journal of Health Services Research, 18(1), 45-58.

Ojo, A. T., & Omoare, M. (2021). Assessing the impact of e-procurement on transparency in Lagos State. African Journal of Public Administration, 2(2), 30-44.

Okunola, A. (2019). Addressing the digital divide in Lagos State: Challenges and opportunities. Lagos State Development Plan, 5(1), 30-42.

Olatunji, O., & Adebayo, A. (2020). Assessing the impact of e-governance on public sector performance in Nigeria: A study of selected ministries. Journal of African Business, 21(1), 50-67.

Oluwafemi, A. (2020). The impact of digital skills training on e-governance participation in Lagos State. Journal of Digital Learning and Education, 3(2), 89-102.

Onuoha, E. (2020). The role of digital technologies in enhancing public sector performance in Nigeria. African Journal of Public Affairs, 12(4), 89-104.

Open Government Partnership. (2022). Lagos State Open Data Policy. Retrieved from https://www.opengovpartnership.org

Siau, K., & Long, Y. (2005). Using social network analysis to study the adoption of e-government services. Journal of Database Management, 16(2), 1-15. https://www.igi-global.com/article/using-social-development-lenses-understand/3634#:~:text=10.4018/jgim.2006010103

Tornatzky, L. G., & Fleischer, M. (1990). The processes of technological innovation. Lexington Books.

Udo, E. E., & Bassey, E. E. (2020). E-Governance as a tool for enhancing public sector performance in Nigeria: A study of selected Local Governments. Journal of Public Administration and Governance, 10(1), 20-34. https://doi.org/10.1080/23311983.2023.2264021

UNDESA. (2014). E-government survey 2014: E-government for the future we want.

World Bank. (2016). Digital dividends: World development report 2016. World Bank Publications.

Zubairu, A., & Mohammed, A. (2021). The impact of e-governance on public sector performance in Nigeria: A study of selected Federal Agencies. Public Policy and Administration Research, 11(1), 1-10.