THE CHALLENGES OF IMPLEMENTING E-GOVERNMENT INITIATIVES AT THE LOCAL GOVERNMENT LEVEL IN EDO STATE: A CASE STUDY OF OREDO LOCAL GOVERNMENT AREA

IGBINOSA OTANIYUWA GLORY

SSC2105811

DEPARTMENT OF PUBLIC ADMINISTRATION

FACULTY OF SOCIAL SCIENCES

UNIVERSITY OF BENIN

BENIN CITY, NIGERIA

OCTOBER, 2025

THE CHALLENGES OF IMPLEMENTING E-GOVERNMENT INITIATIVES AT THE LOCAL GOVERNMENT LEVEL IN EDO STATE: A CASE STUDY OF OREDO LOCAL GOVERNMENT AREA

IGBINOSA OTANIYUWA GLORY

SSC2105811

BEING A PROJECT WORK PRESENTED TO THE DEPARTMENT OF PUBLIC ADMINISTRATION, FACULTY OF SOCIAL SCIENCES, UNIVERSITY OF BENIN, BENIN CITY IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF BACHELORS OF SCIENCE IN PUBLIC ADMINISTRATION

OCTOBER, 2025

CERTIFICATION

We, the undersigned certify that this project titled "The Challenges of Implementing E-Government Initiatives at the Local Government Level in Edo State: A Case Study of Oredo Local Government Area**"** was carried out by **IGBINOSA OTANIYUWA GLORY** with matriculation number **SSC2105811** of the Department of Public Administration in partial fulfilment of the requirements for the award of Bachelor of Science (B.Sc.) in Public Administration, University of Benin.

_____ _____

Mr. Clement Oribhabor **Date Project**
Supervisor

_____ _____

Prof. Adesoye Mustapha **Date**
Head of Department

DEDICATION

This work is dedicated to Almighty God for His sustaining grace, to my parents, Mr. and Mrs. Ben

Igbinosa, for their unending love and support, to PUB 2025, and to myself, Glory Otaniyuwa

Igbinosa, for the perseverance and determination that brought this research to completion.

ACKNOWLEDGEMENTS

I express my profound gratitude to Almighty God, whose grace, wisdom, and guidance have been my constant source of strength throughout the course of this research work.

I am deeply indebted to my beloved parents, Ben Osamuyi Igbinosa, PhD, MBA, and Dr. (Mrs.) Theresa Osamuyi Igbinosa, for their prayers, sacrifices, financial assistance, and moral encouragement. Their unwavering support and constant words of motivation have been the foundation of my journey, and I pray that God will continue to bless and keep them.

I also wish to convey heartfelt appreciation to the entire Benson Igbinosa family for their steadfast love and continuous support, which have been a source of encouragement throughout my academic journey.

My sincere appreciation goes to my project supervisor, Mr. Clement Oribhabor, for his invaluable guidance, patience, and encouragement. His constructive criticisms, insightful advice, and constant reassurance were instrumental to the successful completion of this research.

To my wonderful siblings Merry, Evelyn, Osarumen, Emmanuelle, Aituariagbon, Efosa, Divine, Iwinosa, and Eloghosa thank you for your constant emotional support and valuable discussions. I hold deep love and appreciation for each of you.

Furthermore, I acknowledge my friends and colleagues, especially the entire PUB 2025 class, for their encouragement, advice, and companionship. I am particularly grateful to my school family — Etinosa, Brilliant, Nancy, and Isabella — whose support, friendship, and laughter made the journey worthwhile.

Finally, I express gratitude to myself, Glory Otaniyuwa Igbinosa, for embracing the journey with resilience, overcoming challenges, and never giving up.

TABLE OF CONTENTS

CHAPTER THREE: METHODOLOGY

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

Chapter Five: Summary, Conclusion and Recommendations

ABSTRACT

The study investigated the challenges of implementing e-government initiatives at the local government level in Edo State: A case study of Oredo Local Government Area. The core objective was to identify the major infrastructural, human capital, institutional, and financial barriers hindering the effective adoption and sustainability of digital governance at the grassroots.

The research adopted a Descriptive Survey Design and sampled a total of ninety (90) respondents, comprising both local government staff and residents who interact with the council's services. Data were collected using a structured questionnaire and analyzed using frequency counts and simple percentages.

The study revealed a significant implementation gap, driven primarily by three key factors: weak infrastructural support (unstable power supply and poor internet access), low human capacity (lack of regular staff training and digital literacy), and inadequate institutional commitment (insufficient budgetary allocation for ICT and weak political will). These factors result in the continued dominance of manual processes, which limit service efficiency and citizen engagement.

It was concluded that the successful transition to e-government in Oredo Local Government Area is critically dependent on addressing these foundational structural and behavioral deficiencies.

The study recommended, among others, that: the Local Government should prioritize significant and consistent budgetary allocation for ICT infrastructure and maintenance; regular and

mandatory ICT training should be organized for all staff; and political leadership must demonstrate sustained commitment to digital initiatives to ensure their success and sustainability

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

For any government to function effectively in the modern age, it must be rooted in transparency, accountability, and efficiency. These foundational principles are best realised when supported by the use of technology in public administration. The integration of information and communication technology (ICT) into governance, commonly referred to as e-government, has emerged as a critical tool for improving the delivery of public services and fostering civic participation. E-government enables digital access to information, online processing of documents, electronic payments, and engagement between citizens and authorities. Ideally, it promotes speed, convenience, and openness in the interaction between government and the people. However, in many developing countries, the promise of e-government remains largely unrealised. Common observation has shown that public institutions continue to struggle with outdated procedures, poor digital infrastructure, and a general lack of technical readiness (Ashaye, 2014; Fasheyitan, 2019).

E-government, when properly implemented, enhances efficiency in service delivery, reduces human error, and limits opportunities for corruption by minimising physical contact between officials and citizens. It also creates avenues for feedback and citizen involvement, enabling the public to track government activities, lodge complaints, and make inquiries through digital means. Yet, the actual experience in many communities reflects a different reality. Oseni (2017) noted that numerous public agencies lack the basic technological tools required for effective digital service delivery. Internet access remains unstable in many areas, and frequent power outages further disrupt electronic operations. Moreover, the unavailability of well-trained

ICT personnel, coupled with poor institutional maintenance culture, often leads to abandoned or underutilised systems that fail to meet public expectations.

Beyond technical limitations, the attitude of the public towards digital governance also contributes to the poor performance of e-government initiatives. Many citizens either lack awareness of available platforms or are unwilling to use them due to mistrust, illiteracy, or repeated past disappointments. Studies have shown that people tend to avoid online systems when they perceive them as unreliable or ineffective (Oludu et al., 2023). In some cases, platforms are launched without proper publicity or training for both staff and users. Endong (2018) explained that low digital literacy, especially in rural and semi-urban communities, continues to hinder the full adoption of ICT-based services. The result is a governance system that remains locked in manual operations, prone to delays, inefficiency, and citizen dissatisfaction, despite the availability of more modern alternatives.

Although policies and strategies promoting e-government have been developed at national and state levels, their translation into real, functional systems at the lower levels of governance remains inconsistent. Institutions responsible for public service delivery often face budgetary constraints, lack of political will, and poor oversight. Ashaye (2014) pointed out that without regular funding, clear leadership, and accountability, digital initiatives are often short-lived. Platforms meant to enhance public access either fall into disuse or are reduced to symbolic projects that yield no practical results. Furthermore, the absence of performance monitoring mechanisms makes it difficult to measure progress or ensure sustainability. Public servants who are supposed to manage these systems frequently lack both the motivation and the skills required to keep them active and functional.

The challenges confronting e-government initiatives are deeply rooted in structural, technical, and behavioural factors. These include weak infrastructure, lack of skilled personnel, insufficient funding, and low public confidence in government systems. The consequences of these challenges are evident in the slow pace of service delivery, poor record-keeping, limited public participation, and general inefficiency within public institutions. While the benefits of egovernment are widely acknowledged in theory, the gap between intention and practice remains wide. As long as these foundational issues are not addressed, e-government may continue to exist more as a concept than as a practical reality capable of transforming public administration and improving the lives of citizens.

1.2 Statement of the Problem

In an ideal public administration system, governance is expected to be transparent, responsive, and efficient in its service delivery to the people. Local governments, being the closest tier to the citizens, are supposed to provide timely and simplified services through modern administrative systems. With the advancement of information and communication technology, it is expected that public institutions should embrace digital tools to promote ease of access, reduce delays, and eliminate unnecessary bureaucracy. However, common observation has shown that in many parts of the country, local government operations remain largely manual, disorganised, and inefficient. The vision of electronic governance, which ought to bridge the gap between citizens and government, is yet to be fully implemented in most local councils.

Many government offices still depend heavily on handwritten records, manual filing systems, and face-to-face interactions, leading to delays, congestion, and dissatisfaction among citizens. Attempts to introduce digital platforms are often abandoned midway, poorly coordinated, or lack adequate publicity. There are reports of broken websites, underutilised computer systems,

and workers who are either untrained or unwilling to adapt to digital methods. Several departments operate in isolation, lacking digital interconnectivity, which makes data transfer slow and service delivery fragmented. These conditions do not only limit administrative productivity but also widen the disconnect between the government and the people.

What appears more disturbing is the low level of awareness and engagement from citizens concerning e-government services. Many residents are not familiar with available digital options or have little confidence in their effectiveness. Others do not have the technical know-how to navigate the platforms or avoid them altogether due to repeated experiences of failure. Instead of fostering inclusion, the existing state of e-government services contributes to exclusion, frustration, and lack of trust in the local governance system. While efforts have been made by different levels of government to promote digital adoption, their impact at the grassroots remains marginal and inconsistent.

Preliminary observation has shown that despite various national policies and reforms aimed at promoting the use of technology in governance, local government offices continue to experience setbacks such as poor internet access, unstable power supply, inadequate ICT tools, and weak commitment from administrators. There is also evidence of poor maintenance culture, lack of follow-up on launched projects, and absence of performance evaluation systems. These issues, if not addressed, may continue to hinder progress and leave local administration lagging behind in the digital age.

Could these lingering challenges be the reason why e-government has failed to take root where it is most needed? In recent times, despite the increasing call for transparency and accountability, the inability of local governments to fully embrace technology remains a pressing concern. These persistent obstacles call for deep reflection and urgent attention, especially in understanding why e-government has not been effectively implemented at the local level.

1.3 Research Questions

The following research questions will guide the study:

1. What are the major challenges hindering the implementation of e-government initiatives in Oredo Local Government Area?
2. To what extent do infrastructural and technical limitations affect e-government operations in Oredo Local Government Area?
3. How prepared are the staff and administrators of Oredo Local Government for the adoption and usage of e-government systems?
4. What role does funding and political will play in the implementation of e-government at the local government level?
5. What strategies can be adopted to improve the implementation of e-government initiatives in Oredo Local Government Area?

1.4 Objectives of the Study

The main objective of this study is to examine the challenges affecting the implementation of e-government initiatives at the local government level in Edo State, with specific focus on Oredo Local Government Area.

The specific objectives are to:

1. Identify the major challenges hindering the effective implementation of e-government initiatives in Oredo Local Government Area.
2. Assess the extent to which infrastructural and technical limitations affect e-government operations in the area.

3. Examine the level of preparedness and capacity of local government staff towards the adoption of e-government systems.
4. Investigate the influence of funding and political commitment on the success of egovernment implementation.
5. Recommend appropriate strategies that can enhance the implementation and sustainability of e-government initiatives in Oredo Local Government Area.

1.5 Scope of the Study

The scope of this study is limited to the implementation of e-government initiatives in Oredo Local Government Area of Edo State. The study focuses on identifying the key challenges that hinder the effective adoption and operation of e-government systems at the local level. These include issues such as infrastructural limitations, shortage of skilled personnel, poor funding, political will, and citizen engagement. However, the research will be restricted to departments and units within the Oredo Local Government Secretariat, assessing how these factors influence the level of e-government implementation and service delivery. The participants for the study will include local government staff, ICT officers, administrative heads, and selected residents who interact with the council on public services within the area.

1.6 Significance of the Study

This study will be of immense significance to local government administrators and public officials, especially those in Oredo Local Government Area. It will provide valuable insights into the specific barriers affecting the implementation of e-government initiatives at the grassroots level. Understanding these challenges will help them adopt better planning,

improve internal processes, and make informed decisions regarding digital transformation strategies that align with local realities.

The study will be beneficial to policymakers at both state and federal levels, as it will offer empirical evidence on the state of e-government adoption in local government councils. The findings can guide the design and implementation of more inclusive ICT policies, as well as the allocation of resources and support structures needed to enhance digital governance at the third tier of government.

ICT professionals, system developers, and consultants working on public sector digital projects will find this study useful in identifying the operational gaps in current e-government platforms at the local level. The insights provided will help them tailor technology solutions that are not only technically appropriate but also socially and institutionally compatible with the needs of rural and urban communities.

This research will also be of academic value to scholars and students in the fields of public administration, governance, and information systems. It will contribute to the existing literature by providing context-specific findings on the challenges of e-government in Nigeria, particularly at the local government level where studies remain limited.

In a broader sense, this study will contribute to national development by drawing attention to the need for digitally empowered local governments. Improved e-government adoption at the grassroots can lead to greater transparency, faster service delivery, better citizen engagement, and overall improvement in public sector performance in Nigeria.

1.7 Definition of Terms

Case Study: A detailed investigation focused on a particular unit or location used to gain deeper insight into a broader issue, challenge, or phenomenon.

Challenges: The difficulties, obstacles, or constraints that limit or obstruct the smooth execution of programmes, policies, or systems.

Edo State: One of the 36 states in Nigeria, located in the South-South geopolitical zone, and the geographical area within which this study is situated.

E-Government: The application of information and communication technologies (ICTs) by government institutions to deliver services, disseminate information, and interact with citizens electronically.

Implementation: The process of carrying out, executing, or putting into effect a planned system, policy, or initiative.

Initiatives: Organised actions, strategies, or projects introduced to achieve specific goals, in this case, the promotion and deployment of e-government systems.

Local Government: The third and lowest tier of government in Nigeria, responsible for grassroots administration and community-level service delivery.

Local Government Area: A defined administrative unit within a state, headed by a local council, which serves as the focus of decentralised governance.

Oredo: One of the local government areas in Edo State, Nigeria, and the specific location selected for this case study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Concept of E-Government

E-government refers to the systematic application of information and communication technologies (ICTs) in the processes of governance, with the goal of enhancing public service delivery, improving efficiency, and fostering transparency and citizen participation. It encompasses the use of digital tools and systems in government operations such as online tax payment, e-procurement, digital licensing, and citizen engagement platforms. The fundamental purpose of e-government is to shift public administration from its traditional bureaucratic framework into a more responsive, integrated, and accountable system. According to Tayo, Ajayi, and Olusola (2022), e-government promotes citizen trust and accessibility by minimising physical interaction, reducing waiting times, and enhancing communication between the government and its constituents. At its core, egovernment is not just a technical innovation but a governance reform strategy that seeks to align digital transformation with the goals of transparency, equity, and service responsiveness. It facilitates the movement of data, decisions, and services through electronic channels, enabling real-time access to public information and resources.

While e-government has gained traction globally, its conceptualisation varies across governance contexts and levels. In advanced societies, e-government is typically understood as a holistic digital ecosystem that integrates multiple agencies, automates decision-making, and enables data sharing across platforms in a secure and user-friendly manner. In contrast, in developing nations like Nigeria, the concept often takes on a more limited meaning primarily involving the computerisation of isolated services or digitalisation of administrative records (Ismaila & Chibuzo, 2023). This gap in interpretation reflects deeper disparities in digital readiness, policy

implementation capacity, and institutional coherence. Ezeani and Ahmed (2022) note that while many Nigerian government agencies have embraced the rhetoric of e-governance, the actual systems in place are fragmented, underfunded, and plagued by poor usability and limited interconnectivity. Moreover, some e-government platforms in Nigeria are designed without considering user literacy levels or infrastructural limitations, thereby restricting access and usefulness for rural populations. These realities underscore the importance of contextualising the concept of e-government beyond its textbook definition, especially when evaluating its relevance at the local government level.

Furthermore, the concept of e-government encompasses four main dimensions: government-tocitizen (G2C), government-to-business (G2B), government-to-government (G2G), and government-to-employee (G2E) interactions. Each of these reflects a different angle of digital engagement and service delivery. For instance, G2C interactions involve digital platforms that allow citizens to apply for services, pay levies, or lodge complaints; while G2G and G2E models focus on internal digital processes that improve communication, data flow, and human resource management across government departments (Nnamdi & Daudu, 2023). In the Nigerian context, however, the emphasis remains largely on G2C efforts, with limited development in back-end digital integration such as document workflows or inter-agency data sharing. This imbalance creates inefficiencies and prevents the full realisation of e-government's potential. Abubakar and Ero-Phillips (2022) argue that unless e-government is understood as a multi-dimensional framework requiring both internal and external digital alignment, the implementation will remain superficial and fragmented. As such, any assessment of e-government must consider its broad conceptual scope and the unique contextual variables that shape its adoption, especially at the grassroots where systemic challenges are most acute.

2.2 Concept of Local Government Administration in Nigeria

Local government administration in Nigeria refers to the third tier of governance that operates at the grassroots level, closest to the people, with the primary responsibility of delivering essential services and promoting local development. It is established by the Constitution of the Federal Republic of Nigeria (1999, as amended) to bring government closer to the people, promote participatory governance, and facilitate effective service delivery in communities. The local government system is designed to function autonomously within its jurisdiction, with powers to generate revenue, plan local development, and provide social services such as waste management, basic education, public health, and market administration. According to Ajuluchukwu and Okeke (2022), the essence of local government is to serve as an instrument for social engineering and grassroots transformation, fostering inclusiveness and community responsiveness in governance.

Despite its constitutional recognition, the administration of local governments in Nigeria is heavily constrained by structural, political, and financial limitations. One of the major challenges is the excessive control exerted by state governments, especially through joint account systems and the appointment of caretaker committees instead of elected councils. This practice has rendered many local governments functionally dependent and politically emasculated. As Ukpong and Ikenna (2023) observe, the autonomy of local governments in Nigeria exists more in theory than in practice, as they often lack full authority over their resources and decision-making processes. This over-centralisation undermines their effectiveness and disconnects them from the developmental needs of their constituents. The implication is a weakened administrative structure that struggles to execute even routine functions without clearance from the state level.

Administratively, local governments are structured into departments such as health, education, agriculture, works, and finance, each expected to manage specific service areas under the

leadership of a council chairman. However, this structure often lacks professionalism and operational coherence due to limited training, poor recruitment standards, and political interference. Many local councils are filled with unqualified staff employed through political patronage rather than merit (Omodia & Akpan, 2022). This creates a bloated and inefficient bureaucracy where administrative competence is minimal, and service delivery is compromised. The weak internal control systems further exacerbate corruption, poor accountability, and mismanagement of scarce resources, making it difficult for councils to deliver on their mandates.

Another key challenge in local government administration is inadequate funding and financial mismanagement. Although local governments receive allocations from the federation account, these funds are often insufficient or misappropriated. According to Eze and Ume (2023), the lack of fiscal transparency and ineffective financial management frameworks hinder the capacity of local governments to fund critical projects or maintain essential services. Additionally, internally generated revenue (IGR) is low due to weak tax administration, lack of innovation, and a culture of over-reliance on federal allocations. This fiscal dependency undermines long-term planning and reduces the councils' ability to invest in modern governance tools like digital systems.

Furthermore, citizen engagement in local governance remains weak, largely due to low levels of public awareness, distrust, and limited access to decision-making processes. Many residents are unaware of their rights, the structure of local government, or the services they are entitled to receive. This disconnect between citizens and their local administrators has led to poor accountability and a lack of pressure on local officials to perform. Musa and Ezeoha (2022) contend that the participatory deficit at the grassroots level in Nigeria reflects deeper issues of governance failure and political marginalisation. Without active public engagement, local

governments are less likely to be responsive or transparent, which in turn erodes public confidence and legitimacy.

Technology adoption within local government administration in Nigeria is also extremely limited. Most local councils still rely on outdated manual systems for record-keeping, correspondence, and service delivery. There is a general lack of ICT infrastructure, technical expertise, and digital strategy. As observed by Hassan and Okoronkwo (2023), the digital divide is most pronounced at the local government level, where computerisation is sporadic and often limited to typing and printing services. This technological backwardness not only hinders administrative efficiency but also makes it difficult to implement and sustain e-government initiatives, which require baseline digital capabilities such as internet connectivity, software deployment, and digital literacy among staff.

However, recent policy interventions may signal a shift in the structure of local governance. In July 2024, President Bola Ahmed Tinubu's administration successfully supported a landmark Supreme Court ruling that granted financial autonomy to local governments, mandating that allocations from the Federation Account be paid directly to the local councils. This move was hailed by governance reform advocates as a significant step toward ending the long-standing dominance of state governments over local administration. Organisations such as the Association of Local Governments of Nigeria (ALGON) and the National Union of Local Government Employees (NULGE) have praised the development, arguing that it paves the way for independent budgeting, transparent fund management, and increased investment in service delivery and innovation at the grassroots level. As reported by Punch (2024) and Vanguard (2024), the enforcement of this ruling if implemented effectively has the potential to transform

local governance structures, restore administrative authority to LGAs, and provide a stable foundation for sustainable digital reforms such as e-government systems.

2.3 Level of E-Government Adoption in Nigerian Local Governments

Recent national and international evaluations of Nigeria's digital governance landscape reveal that e-government adoption at the local government level remains critically underdeveloped. While Nigeria has made modest strides at the federal level, local governments—especially outside metropolitan regions—have largely failed to implement or sustain meaningful digital systems. According to Omodia and Adetiba (2023), fewer than 25% of local government areas in Nigeria operate any form of functional digital service infrastructure. This includes e-tax systems, online portals for documentation, and platforms for citizen feedback. The National Bureau of Statistics (NBS, 2023) corroborates this finding, reporting that over 500 of Nigeria's 774 local governments still rely exclusively on manual service delivery procedures. This condition severely limits the reach, accessibility, and responsiveness of local administration and contradicts the federal government's vision of an integrated digital governance framework.

International assessments further illustrate this performance gap. The United Nations EGovernment Development Index (UN, 2022) ranks Nigeria significantly below the global average, attributing its weak score partly to low digital inclusion and underperformance at the subnational levels. Unlike countries like Rwanda or Kenya, where digital transformation has cascaded from national to local institutions, Nigeria's local councils have not been systematically included in federal ICT reform blueprints. As Ezeani and Lawal (2022) note, most national e-government policies are designed and executed without the operational input or readiness assessments of LGAs. This top-down approach results in a mismatch between policy ambition and implementation capacity, leading to sporadic or failed adoption attempts at the grassroots.

Consequently, local government administrations are often reduced to passive observers in the national digital discourse, despite being critical actors in frontline service delivery. The lack of coordinated digital performance indicators and readiness metrics further complicates efforts to track adoption levels or evaluate outcomes effectively (Okonkwo & Ibrahim, 2023).

Despite the overall poor adoption of e-government at the local level in Nigeria, a few LGAs have made measurable progress through isolated initiatives, largely driven by either donor support, state-level ICT strategies, or political will from local leadership. One notable example is the Abuja Municipal Area Council (AMAC), which in partnership with the Federal Capital Development Authority, implemented a basic electronic tax collection system for informal businesses and traders within the city limits. According to Adigwe and Okonkwo (2023), this system reduced leakages, improved transparency, and increased internally generated revenue by nearly 18% within the first year of operation. The council also deployed a digital complaints management portal that allowed residents to report environmental hazards and service issues, though functionality was limited to urban districts with reliable internet access. In Lagos State, Eti-Osa Local Government developed a rudimentary property tax registration portal as part of a larger state-wide smart city initiative, which allowed landowners to access documents online without visiting council offices. However, the project stalled after its pilot phase due to administrative turnover and funding disruptions
(Akinbile & Danjuma, 2022).

In contrast, many failed attempts underscore the structural weaknesses undermining e-government sustainability at the local level. In Owan East Local Government Area of Edo State, for instance, a much-publicised e-records system launched in 2021 with state support collapsed within eight months due to lack of maintenance, staff non-compliance, and a complete absence of digital backup protocols (Osagie & Eweka, 2022). The computers procured for the programme

were later repurposed for unrelated office work, and the intended public-facing components were never activated. Similarly, a World Bank-supported digital revenue platform in Bauchi South LGA failed to meet its objectives because key staff lacked the technical capacity to operate the system, and there were no user sensitisation campaigns. These examples reflect a pattern where isolated digital interventions are launched without institutional alignment, human capital development, or continuity plans factors that remain essential for effective e-government implementation (Nwachukwu & Gambo, 2023).

E-government adoption in Nigerian local governments is far from uniform, with significant disparities observable across the country's six geopolitical zones. These differences are influenced by multiple interrelated factors, including infrastructural development, political leadership, economic capacity, population density, and levels of digital literacy. In the South-West zone, particularly in Lagos, Ogun, and Oyo States, local governments have recorded relatively higher levels of digital integration, often driven by state-level ICT policies and partnerships with the private sector. According to Olaitan and Aribisala (2023), the high urbanisation rate, presence of ICT firms, and more digitally aware populations in this region have enabled councils like Ikeja and Ado-Odo/Ota to experiment with online tax filing, automated payroll systems, and complaintresolution portals. These successes, however, are not evenly distributed, as many rural LGAs in the same zone still lack basic connectivity or staff trained in digital tools.

In stark contrast, most LGAs in the North-East and North-West zones, such as those in Zamfara, Yobe, and Borno, remain almost entirely disconnected from Nigeria's e-government narrative. The reasons are multifaceted: decades of insecurity, low infrastructure development, poor school enrolment rates, and financial constraints have made digital transformation difficult to prioritise.

Musa and Danjuma (2022) report that over 90% of LGAs in these regions lack even a functional website, and fewer than 5% have internet-connected computers in their secretariats. While some donor-funded projects have attempted to introduce mobile-based governance tools in select areas, these efforts have faced cultural, linguistic, and operational barriers. The South-East and SouthSouth zones exhibit a more mixed performance. While some urban councils, such as Enugu North and Ikpoba-Okha in Edo State, have launched pilot e-revenue platforms or SMS-based service feedback systems, uptake remains limited due to poor awareness, weak interdepartmental linkages, and a general mistrust of technology among both staff and citizens (Chukwu & Eze, 2023).

This regional imbalance in adoption is further complicated by inconsistent policy support at the state level. For example, while states like Ekiti and Kaduna have created local ICT development frameworks that support their LGAs, others like Taraba and Kogi lack any formal digital inclusion strategies. Consequently, many local governments operate without guidance, coordination, or digital roadmaps. The absence of a national benchmarking system for LGA digital performance further widens the gap, as no standard metrics exist to measure, compare, or improve adoption across regions (Ibrahim & Ofoegbu, 2022). This patchwork of uneven development calls for a differentiated policy approach one that respects regional realities while ensuring minimum digital standards for all LGAs across the federation.

A major aspect of the uneven level of e-government adoption across Nigerian local governments stems from the lack of institutional coordination between the three tiers of government. Rather than a harmonised digital governance structure, what exists is a fragmented ecosystem where federal, state, and local bodies operate in digital silos. While the federal government, through agencies such as the National Information Technology Development Agency (NITDA) and the

Ministry of Communications, sets overarching e-government policies and standards, these directives often do not cascade meaningfully to the local government level. According to Oyetunji and Oguche (2023), most LGAs are not represented in the planning or consultation stages of federal ICT strategies, leading to a disconnect between national vision and local implementation. As a result, councils are left to interpret digital governance independently—often without adequate technical guidance, legal backing, or infrastructural support from either federal or state actors.

The states, on the other hand, serve as intermediaries but are inconsistent in how they support or hinder e-government initiatives at the local level. In states such as Kaduna, Lagos, and Ekiti, government-wide digital transformation agendas have included support for LGAs through training, centralised platforms, and shared ICT resources. In contrast, many other states either neglect the digital needs of their local councils or impose top-down control without enabling capacity-building. A study by Nwankwo and Ibrahim (2022) found that less than 30% of states have a documented digital integration framework that links LGA platforms with state-level databases or services. This lack of integration impedes data sharing, workflow continuity, and service coherence, especially in areas like revenue collection, health records, and citizen identity management. For example, a local resident in one council may have no digital record of tax compliance that can be referenced by state databases, resulting in duplication and inefficiency.

The absence of a clear institutional model for intergovernmental digital governance further complicates matters. There is currently no national framework requiring LGAs to meet baseline ICT standards, nor is there a statutory obligation for states to provide digital infrastructure to their councils. As Egbule and Salihu (2023) observe, this structural ambiguity creates a vacuum in which responsibilities are passed around but rarely executed. Local councils are often expected

to implement federal e-government objectives without being equipped with the legal authority, funding, or operational clarity needed to do so. This institutional misalignment does not merely reflect poor performance; it reinforces a system where LGAs remain digitally marginalised, unable to benefit from or contribute meaningfully to the broader digital transformation of Nigeria's public sector.

A critical yet often overlooked reason for the inconsistent level of e-government adoption in Nigerian local governments is the near-total absence of performance monitoring mechanisms and digital benchmarking systems. While federal agencies like NITDA periodically release general ICT readiness assessments, these are usually focused on ministries, departments, and agencies (MDAs) at the federal and state levels, with minimal data collected from LGAs. This oversight creates a blind spot in national digital governance strategy. According to Lawani and Abdulsalam (2023), there is currently no mandatory performance audit process or reporting standard for local governments to track their digital adoption, infrastructure utilisation, or citizen satisfaction with eservices. As a result, many LGAs operate in a policy vacuum, without performance indicators to guide implementation or to determine what constitutes digital success or failure.

Without such frameworks, it becomes difficult for stakeholders to measure progress, identify gaps, or compare digital maturity across local government areas. In more developed settings, municipal e-government adoption is tracked using structured metrics such as portal functionality, transaction volume, user feedback, system uptime, and integration with other departments. These indicators allow for data-driven policymaking and continuous improvement. However, in Nigeria, LGAs often launch digital platforms such as revenue portals or SMS-based systems without any postdeployment monitoring or feedback loops. According to a survey by Igbokwe and Yahuza (2022), over 60% of digital tools deployed in local councils between 2019 and 2022 had no

follow-up evaluation reports or performance documentation, leading to issues like system abandonment, disuse, or underutilisation. This absence of structured monitoring not only wastes limited resources but also prevents scalability and replication of successful models in other LGAs.

Moreover, donor agencies and development partners who support digital transformation projects in Nigeria frequently lament the lack of baseline data to evaluate local-level digital capacity or impact. Projects are often implemented based on assumed needs or anecdotal evidence, making it hard to adapt solutions to context or to report progress accurately. As highlighted by Chika and Bako (2023), the creation of a national Local Government Digital Performance Index (LGDPI) would provide a unified measurement tool, enable inter-LGA benchmarking, and promote accountability. Until such an index or standardised monitoring framework is developed and enforced, e-government adoption at the local government level will likely remain inconsistent, unmeasured, and unsustainable despite the political momentum and policy attention currently surrounding digital governance in Nigeria

2.4 Factors Responsible for the Poor Implementation of E-Government at the Local Level

One of the most fundamental barriers to e-government implementation at the local government level in Nigeria is the absence of reliable ICT infrastructure. For digital systems to function effectively, there must be foundational technological components such as internet connectivity, computer hardware, networking equipment, and stable electricity supply. However, the vast majority of Nigeria's 774 local government areas lack access to even these basic technological prerequisites. According to Olowu and Ibrahim (2023), over 65% of local councils do not have broadband internet connections, while many still operate in environments without uninterrupted power supply conditions that make the deployment of digital platforms nearly impossible. This

infrastructural deficit is especially severe in rural and semi-urban LGAs, where telecommunication service providers have little commercial incentive to invest due to low population density and poor economic returns. Even in relatively developed LGAs, bandwidth is often insufficient to support real-time e-service operations, resulting in platform downtime, incomplete transactions, and user frustration.

Moreover, the internal ICT ecosystems of local government secretariats are typically outdated and fragmented. Computers are often limited to typing documents, and most councils lack secured data storage systems or server rooms to host digital applications. In some cases, LGAs have received donated equipment through state or donor-funded initiatives, but these tools quickly fall into disuse due to a lack of technical support, improper configuration, or software licensing issues. As noted by Edem and Chukwuma (2022), the absence of a structured infrastructure maintenance plan often leads to a "one-off procurement" culture where digital tools are treated as symbolic installations rather than operational systems. This results in wasted investments and further delays in adopting more advanced features such as e-portals, e-records, or online payment systems. Without adequate and sustainable ICT infrastructure, local governments are left to rely on traditional, paper-based administrative methods that are incompatible with the principles of modern digital governance.

Closely linked to the infrastructural challenge is the persistent issue of inadequate funding, which undermines nearly every aspect of e-government implementation at the local level. Local governments in Nigeria are structurally dependent on monthly allocations from the Federation Account, and even these funds are often subject to manipulation or delays due to the controversial joint account system operated with state governments. As a result, LGAs have little or no control over their financial planning, making it difficult to prioritise or invest in digital

transformation projects. According to Udo and Bakare (2023), more than 70% of Nigeria's LGAs operate on suboptimal budgets that barely cover salary payments and routine administrative overheads, leaving no room for capital-intensive ICT initiatives. E-government systems require not only initial capital outlays for equipment and software but also recurring costs related to maintenance, staff training, upgrades, and cybersecurity costs that most councils are simply unable to sustain.

Furthermore, internally generated revenue (IGR) at the local level remains alarmingly low due to weak tax collection frameworks, economic hardship among residents, and the absence of digitised revenue systems. The irony is that implementing e-government solutions, especially in revenue mobilisation, could enhance IGR by improving transparency and reducing leakages. However, due to the upfront costs and poor financial planning culture, most councils fail to make that initial leap. Reports by Afolabi and Hassan (2022) show that even when ICT budgets are included in LGA expenditure plans, they are the first to be slashed during financial shortfalls. In many instances, egovernment projects launched through grants or donor support collapse once the external funding ends, due to lack of counterpart funding or follow-up investment by the councils. Additionally, the absence of long-term digital investment frameworks or dedicated ICT budget lines further reflects a short-term, ad hoc approach to digitalisation. Until local governments achieve greater financial independence and strategic resource allocation, e-government will remain an underfunded aspiration rather than a functional component of grassroots administration.

Another deeply entrenched factor hindering the successful implementation of e-government at the local government level in Nigeria is the low level of digital literacy among council staff and the accompanying resistance to technological change. While digital tools have the potential to

streamline processes and improve efficiency, their adoption depends significantly on the capacity and willingness of human resources to use them effectively. Unfortunately, most LGAs in Nigeria are staffed by personnel with limited or no training in ICT. According to Agboola and Duru (2022), over 60% of local government employees surveyed across selected states lacked even basic computer proficiency, making them unable to navigate administrative software or operate data entry systems. This gap not only slows down the digitalisation process but also contributes to the underutilisation or abandonment of already procured systems.

Beyond lack of training, resistance to change is another human-centred barrier. Many long-serving staff members are wary of automation, fearing that digital platforms may render their roles redundant or expose inefficiencies they had previously masked through manual operations. This fear breeds subtle or overt sabotage of digital initiatives. Oghenero and Tijani (2023) observed that in some LGAs where electronic records or e-revenue systems were introduced, staff intentionally bypassed the systems in favour of familiar manual routines. In many councils, there is no incentive structure to reward ICT compliance or innovation, and so staff members see no personal or institutional benefit in embracing change. Furthermore, e-government initiatives are rarely accompanied by sustained capacity-building programmes. Even when brief training sessions are organised, they often focus on tool usage rather than integrating digital thinking into administrative culture. As a result, digital systems are treated as temporary experiments rather than transformative frameworks. Without strategic investments in digital literacy, staff onboarding, and cultural change management, e-government adoption at the local level will continue to encounter internal resistance that undermines its objectives from within.

Political interference and unstable leadership structures have also significantly disrupted the implementation of e-government in Nigeria’s local government system. While local governments

are constitutionally recognised as an independent tier of governance, in practice, they remain highly politicised and subject to the control of state executives. In many states, local council executives are not democratically elected but appointed as caretaker committees by governors, often based on political loyalty rather than administrative competence. These appointees operate without security of tenure, which results in short-term governance cycles that undermine longterm projects like e-government. As Okonkwo and Mfon (2023) point out, digital transformation requires consistency, strategic planning, and policy continuity—elements that are impossible when leadership changes every 6 to 12 months. Frequent turnover in council leadership often results in the abandonment of digital projects initiated by predecessors, especially when there is no institutionalised digital governance policy to ensure project continuity.

Moreover, e-government projects are sometimes introduced more for political optics than for genuine transformation. Councils may launch websites, apps, or platforms purely to showcase "digital innovation" during public presentations or oversight visits, without any intention of integrating them into actual service workflows. This performative digitalisation creates systems that are either never completed, poorly funded, or only partially functional. According to Lawal and Edeh (2022), several LGAs in southeastern Nigeria unveiled official council websites that were never updated after launch, contained broken links, or had placeholder content months after inauguration. These failures are often the result of political expediency overriding technical planning. Furthermore, political tensions between council executives and state governments can delay or disrupt ICT procurement and implementation, especially where councils are seen as politically misaligned with ruling state parties. In such contexts, access to funding, technical support, and approvals may be restricted. The politicisation of local government administration thus erodes the institutional stability and nonpartisan leadership necessary for sustaining egovernment programmes. Until LGAs are insulated from excessive political manipulation and

governed through consistent, technically grounded leadership, digital governance at the grassroots will remain fragile and fragmented.

An equally debilitating factor undermining e-government implementation in Nigerian local governments is the chronic lack of a maintenance culture and the absence of sustainability mechanisms. While some LGAs have at various points procured computers, installed internet services, or launched digital platforms, very few have developed structured frameworks for maintaining these systems over time. ICT infrastructure—like any other utility—requires regular updates, hardware servicing, software patching, and data backups. Unfortunately, most local councils treat digital projects as one-off installations with no provision for ongoing technical support or operational continuity. According to Akinyemi and Uchenna (2023), over 50% of ICT tools introduced into local government offices between 2018 and 2022 fell into disrepair within a year due to the absence of servicing contracts, trained support staff, or allocated maintenance budgets. In many cases, once a system breaks down, there are neither internal technicians nor external service providers on standby to restore it, leading to total abandonment of the platform.

This weak maintenance culture is a broader reflection of how governance infrastructure is often handled in Nigeria where attention is focused on procurement and project commissioning but rarely on post-implementation lifecycle management. E-government systems are particularly vulnerable under such a mindset because their failure can be silent and technical users stop logging in, systems remain offline, data becomes outdated, and the platform quietly dies without formal decommissioning or review. Moreover, software licenses are rarely renewed, antivirus programs expire, and no audits are conducted to ensure data integrity. Eze and Onuoha (2023) highlight that without routine evaluation and diagnostics, platforms that are critical for digital engagement—like public records databases or online complaint trackers—become dormant

shells. The lack of preventive maintenance also exposes e-government platforms to cybersecurity risks, data loss, and legal non-compliance, especially when sensitive citizen information is not regularly backed up or encrypted. Without embedding maintenance planning into every digital investment, local governments are bound to experience cycles of implementation followed by decay, ultimately reinforcing citizen distrust in government technology initiatives.

Another structural barrier to successful e-government implementation in local government areas is the lack of accessible technical support and the problem of vendor lock-in. Many LGAs lack inhouse ICT departments or personnel capable of managing digital tools once they are deployed. As a result, councils often depend entirely on external vendors for system development, deployment, and troubleshooting. While outsourcing can be efficient when managed properly, it becomes a liability in cases where local administrators have little understanding of the technology they are paying for. According to Salako and Ibrahim (2022), most vendor contracts in Nigerian LGAs do not include adequate knowledge transfer components, leaving the council technologically dependent and unable to operate or upgrade systems independently. This dependency creates longterm risks, especially when vendors become unavailable, increase fees, or stop supporting the product. In some cases, councils are “locked in” to proprietary platforms that cannot be modified, integrated, or replicated without the vendor’s permission.

The implications of this vendor reliance are severe. When problems arise, response times are often slow, and councils have no internal capacity to conduct diagnostics or repairs. Furthermore, staff may be unaware of system back-end operations, resulting in data loss, system crashes, or misconfigurations going undetected. Even routine updates or user account changes can become bottlenecks when there is no local authority over the system. Chijioke and Ahmed (2023) point out that vendor lock-in not only inflates costs but also stifles innovation, as councils cannot

experiment with open-source alternatives or build capacity organically. This situation is worsened by poor contract management practices, where procurement decisions are based on lowest-cost bids rather than long-term service reliability or scalability. In a few documented cases, councils have paid for e-service platforms that were never fully delivered or failed to meet functional requirements, yet had no recourse due to weak service-level agreements (SLAs). Until LGAs are equipped with internal technical teams or supported by inter-council ICT hubs, they will remain vulnerable to exploitation, inefficiency, and digital stagnation driven by overdependence on external providers.

Beyond institutional and infrastructural limitations, the successful adoption of e-government at the local level is also hindered by deep-rooted cultural, linguistic, and user-level barriers especially in rural communities. In many parts of Nigeria, particularly in the North-East, North-West, and riverine areas of the South-South, large segments of the population are not digitally literate and have limited exposure to formal education. This lack of familiarity with technology creates psychological and cultural resistance to engaging with government services online. According to Bello and Yakubu (2023), many rural dwellers perceive digital platforms as complex, foreign, or simply unnecessary, especially when they are used to face-to-face interactions with local officials, community heads, or traditional rulers. In some areas, mistrust of electronic systems is reinforced by past experiences of service failure, data misuse, or unresponsive platforms, which further discourages adoption and confidence in digital governance.

Language barriers also play a significant role. Most e-government interfaces, forms, and information are available only in English, with little or no translation into local languages. As a result, non-English speakers are either excluded or dependent on intermediaries to access digital services, undermining both privacy and inclusiveness. This linguistic exclusion is particularly

problematic for elderly users, women in rural communities, and people with low literacy levels, who are already marginalised within the traditional administrative system. In a survey conducted by Yusuf and Dangana (2022), over 75% of respondents from rural LGAs in Kogi and Katsina states stated they had never heard of any government website, and fewer than 10% had access to smartphones or internet-enabled devices. Additionally, cultural norms and gender roles may discourage women from participating in digital platforms due to perceived irrelevance or fears of surveillance and privacy breaches.

These user-level constraints demonstrate that the problem of e-government adoption is not solely technological but also socio-cultural. Any effort to expand digital governance at the grassroots must be inclusive and sensitive to the lived realities of the population it intends to serve. This includes developing multilingual platforms, designing user-friendly interfaces, offering community training in local languages, and incorporating traditional communication channels like town criers or local radio into awareness campaigns. As Omole and Gambo (2023) rightly argue, e-government cannot thrive where the people it is meant to empower remain excluded due to cultural misalignment and social marginalisation. Thus, a human-centred approach is vital if digital governance is to move beyond elite enclaves and become a true tool for grassroots transformation. **2.5 Impact of Poor E-Government Implementation on Service Delivery**

The failure to fully implement e-government systems at the local government level significantly undermines service delivery, leading to inefficiencies, delays, and citizen dissatisfaction. Local governments are expected to provide direct public services such as environmental sanitation, primary healthcare, birth registration, and local tax administration. However, in the absence of functioning digital platforms, these services are often administered through slow, manual processes. According to Ogundele and Nwosu (2023), the lack of digital automation means that

citizens must physically visit council offices, queue for hours, and often return multiple times to complete a single transaction. This not only wastes time and resources but discourages public engagement with government systems. The absence of streamlined processes also allows for manipulation, loss of documents, and revenue leakages, particularly in areas like licensing and fee collection. Moreover, recordkeeping is typically paper-based, making it vulnerable to errors, damage, or deliberate tampering. These inefficiencies create distrust and a perception that the government is unresponsive or incompetent, especially among younger, tech-savvy citizens who expect faster, digital alternatives. Without digital tools to support internal operations and citizenfacing services, LGAs struggle to meet basic service expectations, thereby weakening the legitimacy and functionality of grassroots governance structures in Nigeria.

Poor e-government implementation also leads to weak accountability and limited transparency in local administration. One of the major benefits of digital governance is its ability to provide realtime data, automate reporting, and reduce human interference in administrative procedures. In the absence of these systems, monitoring becomes difficult, and public officers are less accountable. For instance, when revenue collection is done manually, there is little evidence trail to detect fraud or discrepancies, making the system prone to financial misconduct. According to Oboh and Ibrahim (2022), the inability of most LGAs to deploy electronic payment systems has resulted in persistent underreporting of internally generated revenue (IGR), reducing available funds for community projects. Moreover, citizens are often excluded from tracking project implementation or budget performance, since there are no digital dashboards or publicly accessible platforms showing expenditures or council activities. This lack of transparency erodes public trust and breeds apathy towards local government affairs. In a democratic setting, e-government tools serve as a bridge between citizens and public institutions, offering visibility into how resources are allocated and used. When these tools are unavailable or ineffective,

opportunities for participatory governance are lost, and corruption thrives. This significantly hampers the quality, timeliness, and fairness of local service delivery.

The lack of e-government infrastructure also hampers data-driven planning and decision-making within local governments. In modern administrative systems, digital platforms serve as repositories for real-time data collection and analysis, which are essential for effective resource allocation and development planning. However, most LGAs in Nigeria operate without digitised databases on population demographics, revenue trends, or service usage patterns. As noted by Eze and Musa (2022), this absence of structured data limits the ability of council administrators to identify priority needs, track service performance, or make evidence-based policy decisions. Without digital tools for monitoring and evaluation, it becomes difficult to assess the impact of local interventions or determine areas that require urgent attention. Consequently, resource distribution is often influenced by guesswork or political considerations rather than objective evidence. This inefficiency directly affects service quality and deepens inequality, as some communities may be underserved while others receive duplicated or irrelevant projects. Additionally, the absence of digital records makes it challenging to ensure continuity in administration, especially when leadership changes. New officials often begin from scratch due to poor documentation or inaccessible manual files. Thus, the failure to adopt e-government tools not only limits service reach but also undermines the strategic capacity of local governments to deliver development.

Another consequence of poor e-government implementation is the limited responsiveness of local governments to emergencies and urgent citizen needs. In well-digitised environments, governments can communicate with residents, collect feedback, and respond to crises rapidly through online channels, SMS alerts, or service apps. However, Nigerian LGAs lacking such

tools are unable to provide timely information during outbreaks, floods, or security threats. As observed by Danjuma and Nwachukwu (2023), many councils still rely on community meetings or town criers to pass on critical updates, which delays intervention and leaves some residents uninformed. Furthermore, complaint resolution systems are either non-existent or heavily paper-based, requiring citizens to file physical reports and wait for undefined response times. This reduces public confidence in government's ability to resolve problems efficiently. When residents do not see timely responses to issues such as refuse collection, environmental hazards, or infrastructure breakdowns, they may disengage from civic participation altogether. The absence of two-way digital communication platforms also limits the ability of councils to gather community insights, assess public satisfaction, or adjust services accordingly. Poor responsiveness not only frustrates citizens but creates a service vacuum that can be exploited by informal power brokers or traditional actors, weakening the institutional authority of local governments.

The cumulative effect of poor e-government implementation is the widening digital divide between citizens and their local government institutions. As technology becomes more embedded in daily life from mobile banking to online learning citizens increasingly expect government services to follow suit. When LGAs fail to digitise, they risk becoming obsolete in the eyes of the public, especially among younger generations who view digital access as a basic standard of service. According to Onyekachi and Bello (2023), digital exclusion in governance alienates techsavvy citizens, reduces civic participation, and diminishes the perceived relevance of local government institutions. Moreover, communities in digitally backward LGAs are deprived of access to information, online civic tools, and government data that could empower them to hold officials accountable. This exclusion reinforces structural inequality, as only citizens in more connected areas benefit from digital innovation, while others remain trapped in manual systems.

The result is a tiered governance experience where access to efficient, transparent services is determined not by rights, but by infrastructure. Additionally, poor e-government performance limits opportunities for innovation in areas like e-health, digital education support, and smart local planning. Until local councils embrace and sustain digital systems, they will continue to underperform, lose public trust, and remain unfit to meet the evolving demands of 21st-century governance.

2.6 Theoretical Framework

This study adopts the Technology Acceptance Model (TAM) developed by Fred Davis in 1989 to analyse the challenges affecting the implementation of e-government initiatives at the local government level. The TAM is a widely used theory in information systems research that explains how users come to accept and use new technologies. It posits that two key factors influence users' decisions about adopting a technology: Perceived Usefulness (PU) and Perceived Ease of Use (PEOU). Perceived usefulness refers to the degree to which a person believes that using a particular system will enhance their job performance, while perceived ease of use refers to the degree to which a person believes that using the system will be free of effort.

In the context of local government administration, this model provides a valuable lens through which to understand the behaviours, attitudes, and institutional dynamics that shape e-government adoption. Staff in many Nigerian LGAs may resist e-government platforms not because they are fundamentally opposed to innovation, but because they do not perceive the systems as either useful to their tasks or easy to navigate (Nwankwo & Olayemi, 2022). Where systems are introduced without adequate training, user support, or evidence of practical impact, the likelihood of rejection increases. Additionally, the lack of ICT literacy among staff and the

complexity of some digital platforms often reinforce perceptions of difficulty, leading to abandonment or underutilisation. These attitudes are compounded when users are not involved in the development or rollout of the systems, making them feel alienated or suspicious of the intended value of the technology.

TAM is also relevant in understanding the public's response to e-government services. Citizens are more likely to engage with digital platforms if they believe the systems will help them resolve issues quickly and conveniently. However, as studies have shown, many users in rural areas of

Nigeria are deterred by technical glitches, broken links, and unclear interfaces (Obi & Yakubu, 2023). These obstacles affect perceived ease of use and reduce the overall trust in digital platforms. Furthermore, if the systems fail to deliver expected benefits such as faster processing times or reduced bureaucracy, users may revert to traditional, manual service channels. Thus, the absence of feedback mechanisms, user education, and proper onboarding further limits adoption.

The relevance of the Technology Acceptance Model to this study lies in its ability to explain the low adoption of e-government systems from both the institutional and user perspectives. It shows that beyond infrastructure and funding, successful implementation depends heavily on the psychological and experiential responses of stakeholders. By identifying perceived usefulness and ease of use as key drivers, the model underscores the importance of designing user-friendly, practical, and impactful systems. It also draws attention to the need for continuous training, stakeholder involvement, and responsive technical support. In this way, TAM offers a grounded theoretical basis for examining the behavioural and organisational factors that contribute to the implementation gap in local e-government across Nigeria.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter will present the methodology that will be used to conduct the study. It will outline the procedures and strategies for data collection, sampling, and analysis. The sections included in this chapter are: research design, population of the study, sample size and sampling technique, sources of data, validation of instrument, instrument for data collection, and technique for data analysis. These components will provide a structured approach to addressing the research questions and achieving the stated objectives of the study.

3.1 Research Design

The research design that will be used in this study is the descriptive survey design. This design is suitable for studies that aim to gather data from a target population to describe existing conditions, perceptions, and challenges. It is ideal for social science research where the objective is to explore and analyse the status of a phenomenon without manipulating any variables. In this study, the descriptive survey method will allow the researcher to examine the challenges

confronting the implementation of e-government initiatives in Oredo Local Government Area. Through this design, the study will rely on the use of structured questionnaires to collect relevant data from respondents who are directly or indirectly involved in or affected by e-government service delivery at the local government level. **3.2 Population of the Study**

The population of this study will consist of individuals residing or working within Oredo Local Government Area of Edo State. This includes local government staff, ICT officers, and residents who engage with the council for administrative or public service-related needs. According to the National Population Commission (NPC, 2024), Oredo Local Government Area has an estimated population of approximately 306,117 people. This figure will serve as the baseline population from which a representative sample will be drawn.

3.3 Sample Size and Sampling Technique

The sample size for this study will consist of 90 respondents who will be selected from across Oredo Local Government Area. The study will employ the stratified random sampling technique, which involves dividing the population into relevant strata based on characteristics such as occupation or interaction with local government services. Respondents will then be randomly selected from these strata to ensure a balanced representation of perspectives. This technique is appropriate as it will provide the researcher with a diverse range of responses from various stakeholders within the local government system, thereby enhancing the reliability and objectivity of the study's findings.

3.4 Sources of Data

The study will rely on both primary and secondary sources of data. Primary data will be obtained directly from respondents using structured questionnaires. These instruments will be designed to

gather firsthand information on the challenges, effectiveness, and perceptions of e-government implementation in Oredo Local Government Area. Secondary data will be sourced from existing literature, including published books, academic journals, government documents, internet materials, and previous research reports related to e-government and public administration. The combination of both data types will ensure a comprehensive and evidence-based analysis of the topic under investigation.

3.5 Validation of Instrument

To ensure the validity of the research instrument, the structured questionnaire will be subjected to expert review. The questionnaire will be submitted to the project supervisor for content validation, and any observations or corrections made will be incorporated into the final draft. This process is necessary to confirm that the instrument appropriately reflects the research objectives and is capable of eliciting accurate and meaningful responses from the target population.

3.6 Instrument for Data Collection

The instrument that will be used for data collection is a structured questionnaire developed by the researcher. The questionnaire will consist of two sections. Section A will cover the demographic characteristics of the respondents, such as age, gender, and employment status. Section B will include a series of structured questions focused on the implementation of e-government in Oredo Local Government Area. The questions will be designed to assess the respondents' knowledge of, access to, and perceptions about digital government platforms and the specific challenges that hinder their effectiveness at the grassroots level.

3.7 Technique for Data Analysis

The data collected from the field will be analysed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistical tools such as frequency counts and percentages will be employed to summarise the data. The results will be presented in tables and interpreted to provide insights into the trends and challenges identified. This analytical approach will allow the researcher to draw logical conclusions and make recommendations that are grounded in empirical evidence.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter dealt on the presentation and analysis of the responses to questionnaire by the respondents. The responses are presented using a frequency table distribution, simple percentage and detailed analysis was made accordingly. The data were primarily sourced from the administered questionnaires. A total of ninety (90) questionnaires were administered to 90 respondents. The 90 questionnaires were returned completely filled. Hence, the analysis of data was based on the ninety (90) questionnaires recovered.

4.2 Analysis of Respondents' Demographic Data

This section begins with the demographic information of the respondents, including their gender, age, educational qualifications, employment status, and whether they are staff of Oredo Local Government, all of which aim to provide a clear context for assessing e-government implementation in Oredo Local Government Area of Edo State.

Table 1: Distribution of Respondents by Gender

Gender	Frequency	Percentage
Male	39	43.3%

Female	51	56.7%
Total	**90**	**100%**

Source: Field Work, 2025

Table 1 presents the gender distribution of respondents, starting with males, who constitute 43.3% of the total. Females make up the majority, accounting for 56.7%.

Table 2: Age Distribution of Respondents

Age Range	**Respondents**	**Percentages**
18–25	23	25.6%
26–35	34	37.8%
36–45	19	21.1%
46 years & above	14	15.6%
Total	**90**	**100%**

Source: Field Work, 2025

Table 2 shows that the largest group falls within the 26–35 age range (37.8%), followed by 18–25 (25.6%).

Table 3: Distribution of Respondents by Educational Qualification

Qualifications	**Respondents**	**Percentages**
SSCE	22	24.4%
OND/NCE	27	30.0%
B.Sc./HND	29	32.2%
Postgraduate	12	13.3%

Total	**90**	**100%**

Source: Field Work, 2025

The table indicates that the highest number of respondents hold B.Sc./HND (32.2%), while the least (13.3%) possess postgraduate qualifications.

Table 4: Distribution of Respondents by Employment Status

Employment Status	**Respondents**	**Percentages**
Employed	41	45.6%
Self-employed	17	18.9%
Student	20	22.2%
Unemployed	12	13.3%
Total	**90**	**100%**

Source: Field Work, 2025

Table 4 reveals that employed persons dominate the sample (45.6%), followed by students (22.2%).

Table 5: Distribution of Respondents by Oredo LGA Staff Status

Oredo LGA Staff?	**Respondents**	**Percentages**
Yes	35	38.9%
No	55	61.1%
Total	**90**	**100%**

Source: Field Work, 2025

Table 5 shows that 38.9% of the respondents are Oredo LGA staff, while 61.1% are non-staff (residents/service users).

4.3 Analysis of Findings

Objective One: To identify the major challenges hindering the implementation of egovernment initiatives in Oredo Local Government Area

Table 6: Question 1 – E-government platforms are rarely used in Oredo LGA

Responses	**Frequency**	**Percentage**
Strongly Agree	45	50.0%
Agree	28	31.1%
Disagree	10	11.1%
Strongly Disagree	7	7.8%
Total	**90**	**100%**

Source: Field Work, 2025

Table 6 above shows that 45 respondents representing 50% strongly agreed, and 28 respondents representing 31.1% agreed that e-government platforms are rarely used in Oredo LGA. Conversely, 10 respondents (11.1%) disagreed and 7 respondents (7.8%) strongly disagreed. This indicates that a majority (81.1%) believe e-government platforms are rarely used in Oredo LGA.

Table 7: Question 2 – Manual processes are still dominant in service delivery

Responses	Frequency	Percentage
Strongly Agree	52	57.8%
Agree	26	28.9%
Disagree	8	8.9%
Strongly Disagree	4	4.4%
Total	**90**	**100%**

Source: Field Work, 2025

Table 7 above shows that 52 respondents (57.8%) strongly agreed and 26 respondents (28.9%) agreed that manual processes still dominate service delivery in Oredo LGA. Only 12 respondents (13.3%) disagreed or strongly disagreed. This reveals that over 86% of respondents affirmed manual service delivery as a persistent challenge.

Table 8: Question 3 – There is a lack of clear policy direction for e-government at the local level

Responses	Frequency	Percentage
Strongly Agree	40	44.4%
Agree	30	33.3%
Disagree	12	13.3%
Strongly Disagree	8	8.9%
Total	**90**	**100%**

Source: Field Work, 2025

Table 8 above shows that 70 respondents (77.7%) agreed or strongly agreed that there is no clear policy direction guiding e-government at the local level. Meanwhile, 20 respondents (22.2%) disagreed or strongly disagreed. This indicates policy weakness as a major hindrance to egovernment adoption.

Table 9: Question 4 – Poor ICT culture among workers slows e-government implementation

Responses	**Frequency**	**Percentage**
Strongly Agree	37	41.1%
Agree	29	32.2%
Disagree	15	16.7%
Strongly Disagree	9	10.0%
Total	**90**	**100%**

Source: Field Work, 2025

Table 9 above shows that 37 respondents (41.1%) strongly agreed and 29 respondents (32.2%) agreed that poor ICT culture among workers hampers implementation. Conversely, 24 respondents (26.7%) disagreed or strongly disagreed. The data therefore suggests that nearly three-quarters of respondents view weak ICT culture among staff as a significant challenge to digital governance.

Objective Two: To examine the extent to which infrastructural and technical limitations affect e-government operations in Oredo Local Government Area

Table 10: Question 5 – Internet connectivity is unstable within the local government

Responses	Frequency	Percentage
Strongly Agree	48	53.3%
Agree	24	26.7%
Disagree	10	11.1%
Strongly Disagree	8	8.9%
Total	**90**	**100%**

Source: Field Work, 2025

Table 10 above shows that 48 respondents (53.3%) strongly agreed and 24 respondents (26.7%) agreed that internet connectivity is unstable in Oredo LGA. On the other hand, 18 respondents (20%) disagreed or strongly disagreed. This implies that a clear majority of respondents (80%) identified poor internet connectivity as a key barrier to e-government.

Table 11: Question 6 – Frequent power outages affect ICT infrastructure

Responses	Frequency	Percentage
Strongly Agree	55	61.1%
Agree	21	23.3%
Disagree	9	10.0%
Strongly Disagree	5	5.6%
Total	**90**	**100%**

Source: Field Work, 2025

Table 11 above shows that 76 respondents (84.4%) agreed or strongly agreed that frequent power outages disrupt ICT operations, while only 14 respondents (15.6%) disagreed. This result highlights electricity instability as one of the strongest infrastructural challenges facing egovernment.

Table 12: Question 7 – Computers and other digital tools are insufficient or outdated

Responses	**Frequency**	**Percentage**
Strongly Agree	50	55.6%
Agree	22	24.4%
Disagree	12	13.3%
Strongly Disagree	6	6.7%
Total	**90**	**100%**

Source: Field Work, 2025

Table 12 above reveals that 72 respondents (80%) strongly agreed or agreed that computers and digital tools in Oredo LGA are either insufficient or outdated. Only 18 respondents (20%) disagreed. This indicates that the lack of modern ICT hardware remains a significant challenge to digital governance.

Table 13: Question 8 – There is no IT support unit dedicated to maintaining digital platforms

Responses	**Frequency**	**Percentage**
Strongly Agree	44	48.9%
Agree	27	30.0%

Disagree	11	12.2%
Strongly Disagree	8	8.9%
Total	**90**	**100%**

Source: Field Work, 2025

Table 13 above shows that 71 respondents (78.9%) strongly agreed or agreed that there is no IT support unit dedicated to digital platforms. Only 19 respondents (21.1%) disagreed. This implies that the absence of dedicated ICT technical staff is a notable factor weakening e-government sustainability in Oredo LGA.

Objective Three: To examine the level of preparedness and capacity of local government staff towards the adoption of e-government systems

Table 14: Question 9 – Staff are adequately trained to use digital systems

Responses	**Frequency**	**Percentage**
Strongly Agree	12	13.3%
Agree	18	20.0%
Disagree	34	37.8%
Strongly Disagree	26	28.9%
Total	**90**	**100%**

Source: Field Work, 2025

Table 14 shows that only 30 respondents (33.3%) agreed or strongly agreed that staff are adequately trained, while 60 respondents (66.7%) disagreed or strongly disagreed. This indicates a general inadequacy in staff training for e-government systems in Oredo LGA.

Table 15: Question 10 – Most workers lack confidence in using ICT tools

Responses	Frequency	Percentage
Strongly Agree	31	34.4%
Agree	27	30.0%
Disagree	20	22.2%
Strongly Disagree	12	13.3%
Total	**90**	**100%**

Source: Field Work, 2025

Table 15 reveals that 58 respondents (64.4%) agreed or strongly agreed that most workers lack confidence in ICT use, while 32 respondents (35.5%) disagreed. This suggests low digital confidence among workers, which hampers ICT adoption.

Table 16: Question 11 – There are no regular ICT training or workshops for staff

Responses	Frequency	Percentage
Strongly Agree	40	44.4%
Agree	30	33.3%
Disagree	11	12.2%
Strongly Disagree	9	10.0%
Total	**90**	**100%**

Source: Field Work, 2025

Table 16 shows that 70 respondents (77.7%) agreed or strongly agreed that regular ICT training workshops are lacking, while 20 respondents (22.2%) disagreed. This highlights a gap in continuous staff development.

Table 17: Question 12 – The management encourages digital literacy among staff

Responses	Frequency	Percentage
Strongly Agree	18	20.0%
Agree	22	24.4%
Disagree	28	31.1%
Strongly Disagree	22	24.4%
Total	**90**	**100%**

Source: Field Work, 2025

Table 17 shows that only 40 respondents (44.4%) agreed that management encourages digital literacy, while 50 respondents (55.5%) disagreed. This indicates weak managerial emphasis on ICT capacity building.

Objective Four: To investigate the influence of funding and political commitment on the success of e-government implementation

Table 18: Question 13 – Lack of adequate funding limits e-government progress

Responses	Frequency	Percentage
Strongly Agree	46	51.1%
Agree	28	31.1%
Disagree	10	11.1%
Strongly Disagree	6	6.7%
Total	**90**	**100%**

Source: Field Work, 2025

Table 18 shows that 74 respondents (82.2%) agreed or strongly agreed that lack of adequate funding hinders e-government, while only 16 respondents (17.8%) disagreed. This suggests that financial constraints are a major obstacle to digital governance in Oredo LGA.

Table 19: Question 14 – Budget allocation for ICT development is very low

Responses	**Frequency**	**Percentage**
Strongly Agree	39	43.3%
Agree	31	34.4%
Disagree	12	13.3%
Strongly Disagree	8	8.9%
Total	**90**	**100%**

Source: Field Work, 2025

Table 19 reveals that 70 respondents (77.7%) agreed or strongly agreed that ICT budgets are very low, while 20 respondents (22.2%) disagreed. This confirms weak financial prioritisation of ICT at the local level.

Table 20: Question 15 – Political leaders do not prioritise e-government at the grassroots level

Responses	**Frequency**	**Percentage**
Strongly Agree	34	37.8%
Agree	29	32.2%
Disagree	17	18.9%

Strongly Disagree	10	11.1%
Total	**90**	**100%**

Source: Field Work, 2025

Table 20 shows that 63 respondents (70%) agreed or strongly agreed that political leaders neglect e-government at the grassroots, while 27 respondents (30%) disagreed. This indicates political will is inconsistent in driving e-government reforms locally.

Table 21: Question 16 – The success of digital initiatives depends on leadership commitment

Responses	**Frequency**	**Percentage**
Strongly Agree	42	46.7%
Agree	30	33.3%
Disagree	11	12.2%
Strongly Disagree	7	7.8%
Total	**90**	**100%**

Source: Field Work, 2025

Table 21 indicates that 72 respondents (80%) agreed or strongly agreed that the success of digital initiatives depends on leadership commitment, while only 18 respondents (20%) disagreed. This emphasises leadership as a critical determinant of e-government implementation.

Objective Five: To recommend strategies that can enhance the implementation and sustainability of e-government initiatives in Oredo Local Government Area

Table 22: Question 17 – Regular ICT training should be provided for staff

Responses	Frequency	Percentage
Strongly Agree	47	52.2%
Agree	29	32.2%
Disagree	9	10.0%
Strongly Disagree	5	5.6%
Total	**90**	**100%**

Source: Field Work, 2025

Table 22 shows that 76 respondents (84.4%) agreed or strongly agreed that regular ICT training is needed, while 14 respondents (15.6%) disagreed. This highlights capacity building as a top strategy for sustaining e-government adoption.

Table 23: Question 18 – Increased funding would enhance digital service delivery

Responses	Frequency	Percentage
Strongly Agree	44	48.9%
Agree	30	33.3%
Disagree	10	11.1%
Strongly Disagree	6	6.7%
Total	**90**	**100%**

Source: Field Work, 2025

Table 23 indicates that 74 respondents (82.2%) agreed or strongly agreed that more funding would enhance service delivery, while 16 respondents (17.8%) disagreed. This underscores the importance of financial investment in ICT infrastructure.

Table 24: Question 19 Creating public awareness about e-government will increase adoption

Responses	Frequency	Percentage
Strongly Agree	38	42.2%
Agree	31	34.4%
Disagree	13	14.4%
Strongly Disagree	8	8.9%
Total	**90**	**100%**

Source: Field Work, 2025

Table 24 reveals that 69 respondents (76.6%) agreed or strongly agreed that raising public awareness would boost adoption, while 21 respondents (23.3%) disagreed. This points to the need for sensitisation campaigns to build citizen trust and usage.

Table 25: Question 20 – Performance monitoring of e-government initiatives should be enforced

Responses	Frequency	Percentage
Strongly Agree	41	45.6%
Agree	28	31.1%
Disagree	12	13.3%
Strongly Disagree	9	10.0%
Total	**90**	**100%**

Source: Field Work, 2025

Table 25 shows that 69 respondents (76.7%) agreed or strongly agreed that enforcing performance monitoring is key, while 21 respondents (23.3%) disagreed. This highlights accountability mechanisms as a vital strategy for sustaining e-government projects.

4.5 Discussion of Findings

Findings from the study revealed that there are significant challenges hindering the implementation of e-government initiatives in Oredo Local Government Area of Edo State. From the analysis of data, it was observed that 73 respondents representing 81.1% of the sampled population agreed that e-government platforms are rarely used in Oredo LGA, while 17 respondents representing 18.9% disagreed. Similarly, 78 respondents representing 86.7% of the respondents agreed that manual processes are still dominant in service delivery at the council, while just 12 respondents representing 13.3% disagreed. Furthermore, 70 respondents representing 77.8% agreed that there is no clear policy direction for e-government at the local level, while 20 respondents representing

22.2% disagreed. In addition, 66 respondents representing 73.3% agreed that poor ICT culture among workers slows down the implementation of digital governance at the grassroots, while 24 respondents representing 26.7% disagreed. These findings together suggest that the fundamental challenges confronting Oredo LGA are institutional weaknesses and cultural resistance within the system, which force the council to continue relying heavily on outdated manual processes despite national and state-level emphasis on ICT-driven governance. This finding is in line with Oseni (2017), who noted that local governments in Nigeria still depend on manual records and handwritten files, a practice that not only slows down productivity but also increases inefficiency and widens the disconnect between citizens and administrators.

Findings from the study further revealed that infrastructural and technical limitations constitute serious barriers to e-government adoption in Oredo LGA. From the analysis of data, it was seen that 72 respondents representing 80% agreed that internet connectivity within the council is unstable, while 18 respondents representing 20% disagreed. In the same vein, 76 respondents representing 84.4% agreed that frequent power outages disrupt ICT operations, while only 14 respondents representing 15.6% disagreed. Likewise, 72 respondents representing 80% of the sample agreed that computers and other digital tools used within the local government are either insufficient or outdated, while 18 respondents representing 20% disagreed. Finally, 71 respondents representing 78.9% agreed that there is no dedicated IT support unit to maintain e-government platforms, while 19 respondents representing 21.1% disagreed. These findings collectively point to the infrastructural decay and lack of technological preparedness in Oredo LGA, which have made e-government adoption difficult. This is in collaboration with Endong (2018), who explained that poor electricity supply, unreliable internet services, and lack of technical backstopping are among the most consistent challenges hindering ICT adoption in Nigerian local governments. The absence of technical support structures also aligns with the argument of Akinyemi and Uchenna (2023), who stressed that most e-government platforms collapse due to poor maintenance culture and the absence of a sustainability framework.

Findings from the study also revealed that the preparedness and capacity of staff and administrators toward the adoption of e-government are very low in Oredo LGA. The analysis of data indicated that 60 respondents representing 66.7% disagreed that staff are adequately trained to use digital systems, while only 30 respondents representing 33.3% agreed. Similarly, 58 respondents representing 64.4% agreed that most workers lack confidence in the use of ICT tools, while 32 respondents representing 35.6% disagreed. In addition, 70 respondents representing

77.7% agreed that there are no regular ICT training or workshops organised for staff, while only 20 respondents representing 22.2% disagreed. Furthermore, 50 respondents representing 55.5% disagreed that management encourages digital literacy among staff, while 40 respondents representing 44.4% agreed. Taken together, these results show that workers in Oredo LGA do not possess the level of digital literacy required for the successful implementation of e-government initiatives. This finding is in line with Agboola and Duru (2022), who reported that a majority of local government employees in Nigeria lack even basic computer literacy, thereby undermining the digital transformation agenda. The low level of training and lack of managerial encouragement further reflect weak institutional capacity to integrate ICT effectively into service delivery, a situation which often leads to underutilisation or abandonment of digital platforms.

Findings from the study also revealed that lack of funding and political will are among the critical factors undermining e-government progress in Oredo LGA. From the analysis of data, it was seen that 74 respondents representing 82.2% agreed that lack of adequate funding limits e-government progress, while 16 respondents representing 17.8% disagreed. Similarly, 70 respondents representing 77.7% agreed that budget allocation for ICT development is very low, while 20 respondents representing 22.2% disagreed. In the same vein, 63 respondents representing 70% agreed that political leaders do not prioritise e-government at the grassroots, while 27 respondents representing 30% disagreed. Furthermore, 72 respondents representing 80% agreed that the success of digital initiatives depends on leadership commitment, while 18 respondents representing 20% disagreed. These findings together reveal that without strong financial investment and political will, digital governance will remain symbolic rather than functional. This finding is in line with Ashaye (2014), who observed that weak funding frameworks and lack of political leadership often result in abandoned projects and short-lived e-government platforms in Nigeria. The importance of leadership commitment also reflects the

argument of Okonkwo and Mfon (2023), who stressed that consistent leadership and long-term planning are indispensable to the sustainability of digital reforms in local government administration.

Finally, findings from the study revealed that several strategies could be adopted to improve the implementation and sustainability of e-government initiatives in Oredo LGA. The analysis of data showed that 76 respondents representing 84.4% agreed that regular ICT training should be provided for staff, while 14 respondents representing 15.6% disagreed. Similarly, 74 respondents representing 82.2% agreed that increased funding would enhance digital service delivery, while 16 respondents representing 17.8% disagreed. In addition, 69 respondents representing 76.6% agreed that creating public awareness about e-government will increase adoption, while 21 respondents representing 23.3% disagreed. Finally, 69 respondents representing 76.7% agreed that performance monitoring of e-government initiatives should be enforced, while 21 respondents representing 23.3% disagreed. These findings reveal that capacity-building, financial support, citizen sensitisation, and accountability frameworks are the most critical measures for improving digital governance at the grassroots. This finding is in line with Oludu et al. (2023), who argued that citizens are more likely to use e-government platforms when they are well-publicised, reliable, and actively monitored. Similarly, Chika and Bako (2023) recommended the establishment of a Local Government Digital Performance Index (LGDPI) as a tool for enforcing accountability, evaluating progress, and ensuring sustainability of digital projects across Nigerian local governments.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

This study investigated the challenges of implementing e-government initiatives at the local government level, with a focus on Oredo Local Government Area of Edo State. To achieve the purpose of the study, five research questions were raised and answered. The objectives of the study were to identify the major challenges hindering the effective implementation of e-government initiatives, assess the extent to which infrastructural and technical limitations affect operations, examine the preparedness and capacity of local government staff, investigate the influence of funding and political commitment on digital initiatives, and recommend strategies that can enhance the sustainability of e-government in Oredo LGA.

The research design adopted for the study was the descriptive survey research design, which enabled the researcher to elicit first-hand responses from the target population. The sample size consisted of ninety (90) respondents, and data were collected using a structured questionnaire. Both primary and secondary data were utilised. Primary data were obtained directly from the respondents, while secondary data were drawn from published literature, reports, and prior research on e-government. The data collected were analysed using frequency counts and percentages, and the findings were presented in tables with accompanying interpretations.

Findings from the study revealed that e-government platforms are rarely used within Oredo LGA, and manual processes still dominate service delivery. The analysis showed that 73 respondents, representing 81.1% of the sampled population, agreed that e-government platforms are rarely utilised, while 78 respondents (86.7%) agreed that manual processes remain dominant. The study also found that 70 respondents (77.8%) observed the absence of clear policy direction for digital governance at the grassroots level, while 66 respondents (73.3%) highlighted that poor ICT

culture among workers slows down adoption. These findings confirm that outdated practices, weak institutional support, and negative attitudes constitute major obstacles to effective e-government.

The study also established that infrastructural and technical limitations constitute a significant barrier. From the analysis, 75 respondents (83.3%) agreed that unstable internet connectivity affects local government operations, while 80 respondents (88.9%) stated that frequent power outages disrupt ICT infrastructure. In addition, 74 respondents (82.2%) agreed that computers and digital tools are insufficient or outdated, and 69 respondents (76.7%) pointed out the absence of dedicated IT support units. These results emphasise the severity of infrastructural inadequacies in hindering digital governance.

Furthermore, the research showed that local government staff are not adequately prepared for egovernment adoption. Only 30 respondents (33.3%) agreed that staff are adequately trained to use digital systems, while 60 respondents (66.7%) disagreed. Similarly, 58 respondents (64.4%) agreed that most workers lack confidence in using ICT tools, and 70 respondents (77.7%) confirmed that there are no regular ICT workshops or training sessions. Moreover, 50 respondents (55.5%) disagreed that management encourages digital literacy. These findings demonstrate that staff capacity and training are grossly inadequate, thereby undermining e-government implementation.

In terms of funding and political will, the analysis revealed that 74 respondents (82.2%) agreed that inadequate funding limits progress, and 70 respondents (77.7%) stated that budget allocation for ICT is very low. Furthermore, 63 respondents (70%) agreed that political leaders do not prioritise e-government at the grassroots, while 72 respondents (80%) emphasised that leadership

commitment is vital to the success of digital initiatives. This indicates that poor financial prioritisation and weak political will are significant barriers to sustainable e-government.

Finally, the study identified strategies for enhancing e-government implementation. The findings showed that 76 respondents (84.4%) supported regular ICT training for staff, 74 respondents (82.2%) agreed that increased funding is essential, and 69 respondents (76.6%) highlighted the importance of public awareness campaigns. In addition, 69 respondents (76.7%) agreed that enforcing performance monitoring would sustain digital governance. These strategies reflect the urgent need for capacity building, improved funding, public sensitisation, and accountability frameworks in order to strengthen digital governance at the local level.

5.2 Conclusion

Based on the findings of the study, it can be concluded that the implementation of e-government initiatives at the local government level in Oredo LGA is still at a very rudimentary stage and faces numerous structural, technical, financial, and institutional obstacles. The study has shown that despite the recognised importance of e-government in enhancing transparency, accountability, and efficiency, most local government operations remain locked in outdated manual procedures. Platforms that should ordinarily simplify service delivery and foster citizen engagement are either underutilised or completely absent. This confirms that the promise of digital governance in Oredo LGA is far from being realised in practical terms.

The study further concludes that infrastructural challenges such as poor internet connectivity, unstable electricity supply, inadequate digital tools, and lack of technical support units significantly undermine the sustainability of digital projects. Without the foundational infrastructure required to run ICT systems, e-government cannot take root or deliver meaningful

results. Equally, the lack of trained personnel and the low digital confidence of staff indicate that human resource development has not kept pace with technological demands. This gap in capacity makes it difficult for staff to operate, maintain, or expand digital systems, thereby contributing to the continued dominance of manual processes.

Another major conclusion is that financial constraints and weak political will constitute fundamental barriers to e-government at the grassroots. The findings demonstrate that ICT budgets are consistently low, and digital projects are often sidelined in favour of more immediate administrative expenses. Political leaders at the local level have also not shown sufficient prioritisation of e-government, leading to inconsistent support, weak follow-up, and the abandonment of initiatives. The absence of strong leadership commitment implies that even where digital tools are introduced, they rarely gain the necessary institutional backing to survive and scale.

The study also concludes that without deliberate strategies to build capacity, allocate adequate funding, raise public awareness, and enforce accountability, e-government will continue to remain a theoretical concept rather than a transformative reality in Oredo LGA. However, the research shows that practical solutions exist. If staff training is prioritised, if funding frameworks are strengthened, if citizens are sensitised about the value of digital platforms, and if performance monitoring is enforced, then e-government can gradually evolve into a functional and sustainable system. Ultimately, the conclusion of this study is that e-government in Oredo Local Government Area holds great potential, but this potential can only be realised through deliberate investment, consistent political will, and a sustained culture of digital innovation at the grassroots level.

5.3 Recommendations

Based on the findings and conclusions drawn, the following recommendations are put forward:

1. Government should prioritise the provision of stable internet access, reliable electricity supply, and modern ICT infrastructure in Oredo Local Government to support egovernment platforms.
2. Regular ICT training and workshops should be organised for local government staff to build their digital literacy and confidence in using e-government systems.
3. Adequate budgetary allocation should be made specifically for ICT development to ensure the sustainability of e-government projects at the grassroots.
4. Political leaders should demonstrate strong commitment and provide consistent support for digital initiatives, rather than treating them as symbolic projects.
5. Public awareness campaigns should be conducted to sensitise citizens on the benefits of egovernment and encourage them to adopt digital platforms for service delivery.
6. Monitoring and evaluation mechanisms should be established to track the performance of e-government initiatives and ensure accountability.

REFERENCES

Abubakar, L., & Ero-Phillips, O. (2022). Understanding e-government frameworks in subSaharan Africa. *Journal of ICT and Society*, *13*(1), 89–102.

Adigwe, A., & Okonkwo, C. (2023). Assessing e-tax platforms in Abuja Municipal Council. *Nigerian Journal of ICT and Policy*, *8*(1), 25–40.

Agboola, O., & Duru, P. (2022). ICT skill gaps in Nigerian local government administration. *Journal of Human Capital and Governance*, *8*(1), 67–80.

Akinbile, D., & Danjuma, Y. (2022). State-led digital innovation in Nigerian LGAs: A Lagos case study. *Urban Governance and Tech Review*, *3*(1), 91–107.

Akinyemi, T., & Uchenna, B. (2023). Infrastructure decay in local e-governance: A maintenance culture crisis. *African Tech and Infrastructure Journal*, *5*(2), 91–106.

Ashaye, O. R. (2014). *Evaluating the implementation of e-government in developing countries: The case of Nigeria* [Doctoral dissertation, Brunel University].

Bello, A., & Yakubu, D. (2023). Cultural resistance to digital systems in northern Nigeria. *Rural Governance Review*, *9*(2), 63–80.

Chijioke, U., & Ahmed, S. (2023). Strengthening procurement for sustainable digital transformation. *Nigerian Public Procurement Journal*, *5*(2), 101–117.

Chika, U., & Bako, T. (2023). Towards a national index for local government e-performance. *Nigerian Journal of Digital Governance*, *5*(3), 142–158.

Chukwu, U., & Eze, M. (2023). Urban–rural divides in local e-service access: Evidence from southeast Nigeria. *Journal of African Digital Studies*, *7*(1), 49–64.

Danuma, R., & Nwachukwu, O. (2023). Local government responsiveness in the age of digital delay. *Nigerian Civic Tech Journal*, *6*(2), 99–118.

Egbule, P., & Salihu, Y. (2023). Institutional gaps in Nigeria's e-government landscape. *African Public Policy Journal*, *10*(2), 110–127.

Eze, G., & Onuoha, C. (2023). Post-implementation failures in LGA e-services: A lifecycle analysis. *Journal of Applied Governance*, *10*(1), 123–138.

Eze, R., & Ume, C. (2023). Local government finance and development in Nigeria: A paradox of expectations. *Fiscal Policy and Governance Review*, *11*(1), 88–104.

Eze, & Musa. (2022). Planning in the dark: The data gap in Nigerian LGAs. *Journal of Local Governance Research*, *5*(4), 77–92.

Ezeani, I., & Ahmed, S. (2022). Bridging the policy–practice gap in Nigeria's e-governance strategy. *Journal of African Policy and Technology Studies*, *5*(3), 70–85.

Endong, F. P. A. (2018). Prospects and challenges of e-government in Black Africa: A comparative study of Nigeria and Cameroon. In K. A. Ojo & B. I. Ojo (Eds.), *Handbook of research on e-government in emerging economies* (pp. 111–130). IGI Global.

Fasheyitan, A. O. (2019). *Electronic government: An investigation of factors facilitating and impeding the development of e-government in Nigeria* [Doctoral dissertation, Cardiff Metropolitan University].

Hassan, A., & Okoronkwo, J. (2023). ICT infrastructure in local Nigerian councils: A baseline evaluation. *Information Society Watch*, *7*(3), 55–74.

Ibrahim, A., & Ofoegbu, C. (2022). Benchmarking digital maturity in Nigerian subnational governments. *Tech and Governance Quarterly*, *4*(3), 84–100.

Igbokwe, E., & Yahuza, F. (2022). Post-deployment challenges in e-government tools at LGA level. *ICT and Society Research Digest*, *9*(2), 58–73.

Ismaila, T., & Chibuzo, R. (2023). Digital governance in developing countries: Nigeria's case reexamined. *Nigerian Journal of Public Administration*, *31*(2), 112–130.

Lawal, B., & Edeh, J. (2022). Tokenism and performance in local government ICT. *Nigerian Journal of Local Development*, *6*(3), 45–60.

Lawani, R., & Abdulsalam, A. (2023). Measuring what matters: Why LGAs need e-performance indicators. *Journal of Smart Local Governance*, *6*(1), 77–89.

Musa, H., & Ezeoha, R. (2022). Community participation and local governance in Nigeria: A missing link. *Journal of Democratic Governance in Africa*, *5*(2), 120–137.

Musa, K., & Danjuma, L. (2022). Digital exclusion in northern Nigeria: A local government perspective. *Northern Development Journal*, *5*(2), 102–117.

Nnamdi, C., & Daudu, M. (2023). Exploring citizen-facing and back-end models of e-government in Nigeria. *Public Sector Innovation Review*, *9*(4), 204–223.

Nwachukwu, F., & Gambo, I. (2023). Institutionalising digital resilience in Nigeria's local governance. *African Journal of Digital Transformation*, *2*(4), 66–81.

Nwankwo, C., & Ibrahim, T. (2022). Assessing the role of state governments in subnational digital policy. *Journal of ICT and Development Policy*, *5*(4), 93–109.

Nwankwo, L., & Olayemi, K. (2022). Institutional attitudes and e-service success in Nigeria's local councils. *Governance and ICT Policy Review*, *7*(1), 83–97.

Obi, M., & Yakubu, A. (2023). Citizens and usability of e-government portals in Nigeria. *Journal of Public Sector Technology*, *4*(1), 64–79.

Oboh, V., & Ibrahim, A. (2022). Manual revenue systems and public trust in Nigerian LGAs. *Fiscal Transparency Journal*, *4*(3), 121–136.

Oghenero, L., & Tijani, S. (2023). Resistance to innovation in public service: A study of digital platforms in Nigerian LGAs. *Public Innovation and Society Review*, *3*(2), 115–131.

Ogundele, S., & Nwosu, D. (2023). Manual procedures and service delays in Nigerian LGAs. *Local Governance Review*, *8*(1), 47–61.

Oludu, O. V., Kayab, T., & Karagozlu, D. (2023). E-government use in local government of Nigeria. *SSRN*. https://ssrn.com/abstract=4535509

Olowu, S., & Ibrahim, Y. (2023). Broadband and power supply constraints in local e-governance. *Journal of ICT in Africa*, *11*(2), 77–90.

Omole, J., & Gambo, L. (2023). Human-centred digital policy for inclusive governance. *ICT for Development Insights*, *6*(3), 140–155.

Omodia, S., & Akpan, G. (2022). The politics of staffing and performance in local governments in Nigeria. *African Journal of Local Governance*, *4*(2), 56–71.

Onyekachi, D., & Bello, R. (2023). Digital alienation and civic engagement in Nigeria. *Youth and Governance Review*, *8*(1), 85–101.

Osagie, V., & Eweka, B. (2022). Why digital initiatives fail in Nigerian LGAs: Lessons from Edo State. *Local Government Studies Journal*, *6*(2), 135–148.

Oseni, K. O. (2017). *Barriers facing e-service adopting and implementation at local environment level in Nigeria* [Doctoral dissertation, University of Portsmouth].

Oyetunji, F., & Oguche, K. (2023). Governance disconnects in Nigeria's federal e-governance model. *Federalism and ICT Policy Journal*, *8*(2), 59–76.

Salako, A., & Ibrahim, Z. (2022). Vendor lock-in and local government digital dependency in Nigeria. *Governance and Innovation Review*, *7*(1), 72–89.

Tayo, A., Ajayi, K., & Olusola, M. (2022). Rethinking digital public service in Nigeria: Prospects and pitfalls. *African Journal of Governance and Development*, *17*(1), 45–59.

Ukpong, I., & Ikenna, M. (2023). Local autonomy or central control? The dilemma of Nigeria's local governance. *Journal of Decentralisation Studies*, *6*(1), 33–48.

Yusuf, R., & Dangana, T. (2022). Linguistic exclusion and the digital divide in Nigeria. *African Sociolinguistics Journal*, *3*(4), 54–69.

APPENDIX

DEPARTMENT OF PUBLIC ADMINISTRATION

FACULTY OF SOCIAL SCIENCES

UNIVERSITY OF BENIN, BENIN CITY

QUESTIONNAIRE

Dear Respondent,

This questionnaire is designed for academic purposes in partial fulfilment of a research study titled:

"The Challenges of Implementing E-Government Initiatives at the Local Government Level in Edo State: A Case Study of Oredo Local Government Area."

Your responses will be treated confidentially. Kindly answer sincerely.

SECTION A: DEMOGRAPHIC INFORMATION

(Please tick the appropriate box)

1. Gender: □ Male □ Female
2. Age: □ 18–25 □ 26–35 □ 36–45 □ 46 and above
3. Educational Qualification:

   □ SSCE □ OND/NCE □ B.Sc./HND □ Postgraduate

4. Employment Status: □ Employed □ Unemployed □ Self-employed □ Student
5. Are you a staff of Oredo Local Government?

   □ Yes □ No

What are the major challenges hindering the implementation of e-government initiatives in Oredo Local Government Area?

S/N	Statement	SA	A	D	SD
1	E-government platforms are rarely used in Oredo Local Government.	□	□	□	□
2	Manual processes are still dominant in local service delivery.	□	□	□	□
3	There is a lack of clear policy direction for e-government at the local level.	□	□	□	□
4	Poor ICT culture among workers slows e-government implementation.	□	□	□	□

To what extent do infrastructural and technical limitations affect e-government operations in Oredo Local Government Area?

S/N	Statement	SA	A	D	SD
5	Internet connectivity is unstable within the local government.	□	□	□	□
6	Frequent power outages affect ICT infrastructure.	□	□	□	□
7	Computers and other digital tools are insufficient or outdated.	□	□	□	□
8	There is no IT support unit dedicated to maintaining digital platforms.	□	□	□	□

SECTION D: Research Question 3

How prepared are the staff and administrators of Oredo Local Government for the adoption and usage of e-government systems?

S/N	Statement	SA	A	D	SD
9	Staff are adequately trained to use digital systems.	□	□	□	□
10	Most workers lack confidence in using ICT tools.	□	□	□	□
11	There are no regular ICT training or workshops for staff.	□	□	□	□
12	The management encourages digital literacy among staff.	□	□	□	□

What role does funding and political will play in the implementation of e-government at the local government level?

S/N	Statement	SA	A	D	SD
13	Lack of adequate funding limits e-government progress.	□	□	□	□
14	Budget allocation for ICT development is very low.	□	□	□	□
15	Political leaders do not prioritise e-government at the grassroots level.	□	□	□	□
16	The success of digital initiatives depends on leadership commitment.	□	□	□	□

What strategies can be adopted to improve the implementation of e-government initiatives in Oredo Local Government Area?

S/N	Statement	SA	A	D	SD
17	Regular ICT training should be provided for staff.	□	□	□	□
18	Increased funding would enhance digital service delivery.	□	□	□	□
19	Creating public awareness about e-government will increase adoption.	□	□	□	□
20	Performance monitoring of e-government initiatives should be enforced.	□	□	□	□