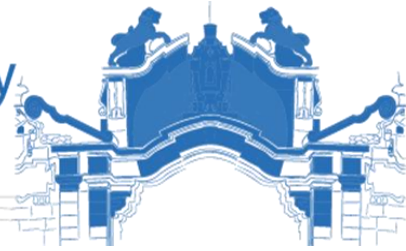




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**THE PROSPECTS AND CHALLENGES OF E-GOVERNANCE IN PUBLIC SERVICE DELIVERY: THE CASE OF FITCHE TOWN LAND ADMINISTRATION NORTH SHOA ZONE, OROMIA REGIONAL STATE**

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**A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN PUBLIC MANAGEMENT AND POLICY**

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**COLLEGE OF BUSINESS AND ECONOMICS**

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## STATEMENT OF THE AUTHOR

I declare this thesis is entitled, **“To Assess the Prospects and Challenges of E-governance in public service delivery in the case of Fitcha town land administration, North Shoa zone, Oromia regional state”** is my work under the supervision of my advisor **Jemal Abagissa (Ph.D.)** and that all sources of materials used for this have been appropriately acknowledged. This thesis was submitted in partial fulfillment of the requirements for M.A. degree in Public Management and Policy in Addis Ababa University. I seriously declare that this thesis is not submitted to any other institution for the award of any academic degree, diploma, or certificate. I also declare that I have adhered to all principles of academic honesty and integrity and I have not misrepresented, fabricated, or falsified any ideas /data /sources in my submission.

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The assistance and help received during this investigation have been duly acknowledged. Therefore I recommend that it can be accepted as fulfilling the research thesis requirements.

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## Acronym

E-	Electronic
G2B	Government-to-Business
G2C	Government-to-Citizen
G2E	Government-to-Employee
G2G	Government-to-Government
ICT	Information Communication Technology
LA	Land Administration
NGO	Non-Government Organization
GDP	Gross Domestic Product
UN	United Nations
UN ICEF	United Nations International Children Emergency Fund
UNESCO	United Nations, Educational, Scientific and Cultural Organizations
UNPAN	United Nations Public Administration Network
WB	World Bank

## ABSTRACT

*In recent years, the concept of e-governance has flourished rapidly with the advancement of Information and Communication Technology. The general objective of the study is to assess the Prospects and Challenges of E-Governance in Public Service Delivery in the Case of Fitcha Town Land Administration, North Shoa Zone, Oromia Regional State. The study employed a descriptive type of research design to describe the prospects and challenges of e-governance in Fitcha town land administration. This study was combining both a quantitative approach and a qualitative approach. The target population of the study is both the customer and employees of land administration in Fitcha town. The sampling technique in this study was census method for the employees and convenience sampling for the customer of the sector. Generally, 112 participants are applied to this study from both employees and customers of the sector. The data collected from participants of the study were analyzed through descriptive statistical methods such as frequency and percentage. The study revealed that e-governance is a new concept and infant ages in the public service delivery, especially in the Fitcha town land administration sector. It reveals that there is a low status of e-governance in the sector. Even if e-governance is on the infant age in the sector it gives many contributions in service delivery in the sector like save time, reduce bribery, increase transparency and accountability in the sector. The research found that infrastructure like internet access was the major significant challenging issue in the success of e-governance system in the sector and Lack of training was also one of the main obstacles to success e-governance in the selected sector. Therefore, the study recommended that the sector should mainly focus on the clarity in terminology is important not just to academics. It is also important for politicians and others engaged in the development of public policy on the utilization of ICT in government. This study also recommends that training is important for the success of e-governance in the land administration sector.*

**Key terms:** *E-governance, land administration, public service delivery, Fitcha Town*

# CHAPTER ONE:

## 1. Introduction

This chapter consists of Background to the study, Statement of the problem, objectives of the study, significance of the study, scope of the study and structure of the thesis.

### 1.1. Background of the study

In recent years, the concept of e-governance has been flourished rapidly with the advancement of Information and Communication Technology (ICT). E-Governance would help to facilitate the government to manage resources, implement plans and policies along with efficient service delivery to the citizens. The world within the time has gone digital. Almost every aspect of life is digitalized (Obodo & Anigbata, 2018). Thus there are modern trends in all aspects of life endeavors such as medicine–telemedicine, commerce-e-commerce, banking-e-banking, learning-e-learning, production-e-production, etc. These phenomena make transactions and interactions around the globe to be more effective and efficient. The world is now a global village and any nation that desires to hitch the comity of countries must adopt the worldwide trends and join the moving train or be left behind (Chandio et al., 2018).

The whole world's activities are interconnected in a single web and this makes access to virtually every piece of information in the world to be very easy. For example, a person can sit right in his/her room and transact businesses to any country within a few seconds with a click of the mouse. In a bid to carry all citizens along, the government has gone electronic in recent times the world over. Essentially, E-governance delivery models can help to transform every sector of the economy and the public sector in particular. The effectiveness of electronic government depends on sound, reliable, and well-articulated electronic governance. E-governance is that the tool for effective e-government (Obodo & Anigbata, 2018). The ultimate goal of e-government and e-governance is to be able to offer an increased portfolio of public services to citizens efficiently and cost-effectively. E-government allows government transparency and accountability. Government transparency is very important because it allows the public to be informed about what the government is working on as well as the policies it is trying to implement (Obodo & Anigbata, 2018).

E-governance helps to attain specific policy outcomes by enabling stakeholders to share information and concepts. Government economic policy objectives can equally be promoted via e-governance commerce and globalization. This also helps to create trust between governments and their citizens. Furthermore, it has the potential for stronger institutional capacity building for better service delivery to citizens and businesses, for reduction of corruption by increasing accountability, transparency, and social control (United Nations Division, 2001).

According to (Obodo & Anigbata, 2018) e-governance are to make government administration more speedy, accountable, accessible and effective, while addressing the society's needs and expectations through efficient public services and effective interactions between the people, business, and government. The application of e-governance, in government functionalities, has emerged rapidly in the developing world. This is due to its usefulness as enabling tool to increase efficiency and enhance transparency in government. This means that E-governance is main the important in public service delivery effectively and efficiently.

In both developed and developing countries, there is an increasing need for efficient and effective service delivery through e-governance. Land administration is the part of public service delivery that the government can provide to the citizens. Land administration is that the processes of determining, recording, and disseminating information about the tenure, values, and use of the land during the implementation of land management policies(Commission & Europe, 2005). E-Land administration makes Land Information System (LIS) robust and strong with reliable data storage and backup. The central database adds value by reducing data redundancy and maintaining data integrity. Different disasters like floods, landslides, and earthquakes may be the cause for the destruction of land records. Loss of land records leads to land disputes. Within the context of e-governance, ICT helps to establish an electronic land administration framework that enhances service delivery with increased customer satisfaction and citizen participation and decision making (Steudler, 2004).

Electronic land administration is a major part of E-governance, and land administration data are indicators for wide ranges of related information that are essential for creating value-added data for e-governance. It improves the efficiency, and decrease the cost this means saving the economic value (Uddin & Yasmin, 2020). Like other developing countries, the Ethiopian

government has also realized the potential of e-governance to raise the interest and involvement of citizens, NGOs, the private sector, and other stakeholders to address public service and provide public service delivery effectively and efficiently (Ndou, 2004). Annually the gov't spends approximately one-tenth of its GDP thereon to ensure accountability, transparency, responsiveness, efficiency, and integrity in public service delivery. In ICT based initiatives, Ethiopia has pioneered electronic networks like Woreda Net to provide ICT services at federal, regional, and woreda (district) levels as well as to connect woredas (districts) and kebeles (the smallest administrative unit of governance) with regional and federal government offices to provide customer-focused and cost-effective public services (Lessa et al., 2011).

According to some researchers, such as Lambsdorff, 2001, Ndou, 2004, and Pathak et al., 2008, e-governance would reduce corruption while increasing transparency, accountability, responsiveness, and integrity in public service delivery, including land administration. However, effective implementation of e-governance demands sound Information and Communications Technology (ICT) infrastructure, sustained strategic commitment & effective leader. E-governance initiatives and their implementation have been adversely affected by lack of access to ICT infrastructures, well-trained manpower, & capital, language barriers, low ICT skills, and lack of awareness among the community about the advantages of ICT also as the absence of strategic and sustained leadership (Pathak, et al., 2008). This all are the general problematic issues of e-governance in public service delivery in developing countries including Ethiopia.

Since Fitché is one of the administrative towns in the north shoa zones, the land administration offices are inundated with complaints about service delivery. This demands the new study to be undertaken in order to solve the existed challenges and to provide the future opportunities. This is why the researcher is motivated to assess the prospects and challenges of e-governance in public service delivery of land administration by considering the Fitché town.

## **1.2. Statement of the problems**

Now a day's, urban land administration is one of the sensitive government public sectors with a huge number of customers. Land is fundamental to development, growth and housing delivery in any society. It is a crucial element in property development process and its acquisition is vital to achieving efficient and sustainable housing delivery in urban environment (Omirin, 2002). The empirical works of (Tessema Adigeh & Dagneu, 2020) emphasizes that access to land and property rights is a major key issue in economic growth and development.

It is now increasingly being realized that economic development of any country depends on how efficiently the land is distributed among citizenry and competing urban uses. In Africa, “due to high population growth and market developments, there is mounting competition for land resources, especially in towns and cities, and in productive high value areas customary land administration is under pressure, and the coverage of formal land institutions is generally very limited”(Tessema & Dagneu, 2020).

Land problems in urban areas of developing countries like Ethiopia arise mainly because of the rapid increase in population with the scarce or inadequate nature of urban land. With the rapidly expanding urban population, many towns and cities of the developing world are faced with the difficulty of accommodating the urban poor. Because of this event, how to use the scarce resource effectively and efficiently are an issue of concern and a debatable issue (Habtamu, 2012).

Traditionally service delivery in land administration is not efficient with service-related high costs. There is the provision of service by manual way. This makes less quality, costly, time-consuming, and inefficient service delivery with lots of delays and complicated and frequent visits to get one task done. The service recipients came to the office repeatedly and waste their time to resolve unfinished cases, the majority of services were delivered behind time (Birtukan, 2019). To achieve the above problems e-Governance is introduced innovations in the field of Land administration. Even though the land administration organization is using ICT to some extent difficulties are rising because of huge customers, complicated tasks, unable to serve the customers timely, corruption, inefficiency, and ineffective service delivery. Most of the activities of land administrative transactions are not traceable and open to be challenged by customers.

Generally, there is less quality and inefficient service delivery with lots of delays and complicated and frequent visits to get one task done. In land administration tenure insecurity, high transaction costs, land disputes, landlessness, and inequitable land distribution, social instability, social exclusion, and political instability, reduction in private sector investment, land grabbing, and other problems will result are going to be familiar without handling it properly (Abraha,2018).When the government became unable to serve as well as possible, then illegal transfers, corruption, and inefficient service provision will be regular.

Government organizations are applying ICT to raise efficiency and effectiveness in service delivery. E-governance can raise efficiency in service delivery, simple availability, and accessibility of services and information to the customers, professional users as well as government organizations. In the present context, efficient government service delivery, easy access to information, and transparency are becoming important global agendas. Also, these agendas are considered as the major goals of e-government. Since land is regarded as a major asset in most countries, land administration is a major sector of government. Therefore, effectiveness and efficiency in land service delivery and transparency in land transactions are the most essential factors (Gurung et al., 2015b).

So far, several studies on e-governance have been performed by various researchers. For instance, Solomon (2014) assessed e-governance, corruption, and public service delivery. Fikadu (2016) performed challenges of e-governance in selected public sector. All those mentioned researchers have not seen the prospects of e-governance and how e-governance can improve the service delivery of urban land administration. Moreover, the practice of e-governance in Fitch town so far was not well assessed.

In the time of pre-investigating period within selected sector observation and some review of compliant receiving note is made. From this observation, the researcher can see that Fitch town Land administration office has a huge number of customers because Fitch town is the headquarter of North Shoa Zone Administration. All those customers come to the Zonal land administration office (Fitch) from different woredas with different issues to obtain services of the office. From the pre-research observation the customers of the land administration has been hosting repeated complaints regarding the service delivers. It is routine that most service

recipients come to the office repeatedly and waste their time to resolve unfinished cases, the majority of services are delivered behind time. The above mentioned observations bring the researcher to the reality that exists a gap between the expectations of customers from land administration services and what they are delivering by the land administration sector. The potential of an e-governance system has not been exploited yet to improve the efficiency of the service delivery in Fitcha town land administration. By considering this the researcher was trying to see the prospects and challenges of e-governance in service delivery.

Finally, this study was to assess the prospects and challenges of e-governance in public service delivery in the case of Fitcha town land administration, North Shoa Zone, Oromia Regional State, Ethiopia. More specifically, this study attempts to answer the following research questions.

### **1.3. Research Questions**

1. What does the practice of e-governance look like in the land administration of the Fitcha town?
2. What are the prospects of e-governance in service delivery in Fitcha town land administration in particular?
3. What are the challenges of e-governance in public service delivery in Fitcha land administration?
4. What can be done to overcome the challenges of E-governance in Fitcha town land administration?

## **1.4.Objectives of the study**

### **1.4.1. General objective**

The general objective of the study is to assess the Prospects and Challenges of E-Governance in Public Service Delivery in the Case of Fitche Town Land Administration, North Shoa Zone, Oromia Regional State.

### **1.4.2. Specific objectives**

The specific objectives of this study are:

1. To assess the practice of e-governance implementation in Fitche town land administration
2. To examine the prospects of e-governance in service delivery on land administration in Fitche town
3. To assess the challenges of e-governance in public service delivery on Fitche town land administration
4. To suggest the possible measures on the challenges of E-governance on public service delivery in land administration in Fitche town.

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

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

## **1.6. Significance of the study**

The study will make contributions for effective and efficient service delivery of Fitchetown land administration. The study seeks to identify the prospects and challenges of e-governance in land administration. The Fitchetown land administration officials will become aware of the status of e-governance as well as they will be clear what challenge and prospects of e-governance in their office. Once they know the above issues they will strive to bring a better e-governance implementation in their office to bring a better service delivery to their service recipients. The academic significance of the study can be described as an input to professionals and other individuals who need to conduct further studies to inspect and propose better and novel ideas to the improvement of land administration service delivery mechanisms. The study will benefit land administration offices, customers, and other governmental organizations use of this study to bring a better communication mechanism and to bring a better interaction.

## **1.7. Limitation of the study**

The major difficulty encountered during this study is mostly due to missing data and the concept of e-governance itself is new. This caused the researcher not to capture relevant information on the variables. However, the researcher will try to overcome these problems technically.

## **1.8. Organization of the paper**

This thesis is divided into five parts. The first chapter provides an introduction to the study, which consists of different sections: background, statement of the problem, research questions, research objectives, scope, limitations, and significance of the study. The second chapter deals with the review of related literature of past researches done concerning E-Governance. The third chapter deals with the background of the study area, research design, types and sources of data, data collection techniques, sample size, and sampling techniques. Chapter four deals with data analysis and interpretation which is divided into different parts, the socio-demographic characteristic of the respondents, the prospects of e-governance, the main challenges of e-governance in service delivery in the sector, and efforts tackled by the concerned bodies to overcome the challenges in Fitchetown land administration. The last chapter five is about the summary of the findings, conclusions, and recommendations of the research.

## **CHAPTER TWO**

### **2. REVIEW OF RELATED LITERATURE**

This chapter contracts with concepts and theories that are applicable to the issues in this study. The chapter stretches an impression of Theoretical, Empirical literature and Conceptual Framework of the study that is linked to the research problem obtained in the previous chapter.

#### **2.1. Definition of e-governance**

Governments everywhere the world is in pursuit of information and Communication Technologies (ICT)-based solutions for facilitating good governance. The phenomenon is popularly known as e-governance or e-government as per varying country contexts. In the recent past, different terms are coined to re-brand it alongside the emerging technological developments. Some of the buzzwords during this context are joined-up government, whole-of government, one-stop government, connected government and open government; the most recent being digital government. Irrespective of the varied terminologies accustomed to describe the phenomenon, practitioners across the globe still experience serious challenges in their efforts to attach government and citizens for achieving good governance. This is particularly so within the context of developing countries. There are more failures than successes in terms of the accomplishment intended to outcomes. The peculiarity with the ICT-based systems is that they get matured over a period of time with increased participation of end users.

The emergence of Information and Communications Technology (ICT) has provided means for faster and better communication, efficient storage, retrieval, and processing of data, and exchange and utilization of information to its users. E-governance is the logical next step in the use of ICT in systems of governance in order to ensure wider participation and deeper involvement of citizens (Ali et al., 2017).

Different governments defined this term to suit their aims and objectives. Sometimes, the term 'e-government' is also used instead of 'e-governance' but there is a debate on the correct use of the two terms. E-governance is defined as the use of emerging information and communication

technologies to facilitate the processes of government and public administration (Drucker, 2001) while e-government is defined as the use of information technology to support government operations, engage citizens, and provide government service(Gurung et al., 2015b)

According to Obodo & Anigbata(2018) the use of (ICTs) Information and Communications Technologies as tools for achieving better governance. In the words of Obi (2008), “it is the events, deployment, and enforcement of the policies, laws, and regulations necessary to support the functioning of data society also as of e-government.”

(Obodo & Anigbata, 2018)describes it as the public sector's use of information and communications technologies to improve information and service delivery; encouraging citizen participation in the decision-making process and making the government more accountable, transparent and effective.

(Mohammad Abdul Salam & Md. Zohurul Islam, 2013) define it as the way for governments to use the most innovative information and communication technologies, particularly web-based internet applications to provide citizens and businesses with more convenient access to government information and services, to enhance the standard of the services and to supply greater opportunities to participate in democratic institutions and processes.”

The UNESCO ([www.unesco.org](http://www.unesco.org)) defines E-governance as the public sector's use of information and communication technologies to improve information and service delivery, encouraging citizen participation in the decision-making process, and making government more accountable, transparent and effective. E-governance involves new sorts of leadership, new ways of debating and deciding policy and investment, new ways of accessing education, new ways of taking notes of citizens, and new ways of organizing and delivering information and services. E-governance is usually considered as a wider concept than e-government since it can bring about a change in the way citizens relate to governments and each other. E-governance can bring forth new concepts of citizenship, both in terms of citizen needs and responsibilities(Kotukh, 2020). Its objective is to interact, enable and empower the citizen. E-governance facilitated by the creative use of ICT can transform relations with citizens, businesses, and various arms of government. Heeks (2001) identified three main domains of e-governance (Figure 2.1):

**E-administration:** improving government processes

**E-services:** connecting individual citizens with their government

**E-society:** building interactions with and within the civil society

The main purpose of the e-administration is to improve the internal workings of the public sector by cutting process costs, managing process performance, creating strategic connections within government bodies (Onuigbo, 2015)

E-service initiatives focus mainly on improving the relationship between the government and its citizens by increasing the information flow and improving the service levels of government towards its citizens. E-society initiatives extend the previous e-services domain by that specialize in an institutional stakeholders, such as private sector service providers, other public agencies, and not-for-profit and community organizations. The three domains of e-governance are seldom separate in their implementations; rather, they involve overlapping activities as part of an equivalent initiative. To put it more strongly: good e-governance programs must take into under consideration all three domains (Heeks, 2001)



**Fig.2.1. Overlapping domains of e-government (adapted from Heeks, 2001).**

## 2.2. Types of e-governance

According to (Mohammad Abdul Salam & Md. Zohurul Islam, 2013), e-governance offers services to those within its authority to transact electronically with the government. E-governance can be typified in four main categories.

**Government-to-Citizen (G2C):** The majority of government services come under this application, towards providing citizens and others with comprehensive electronic resources to respond to individuals' routine concerns and government transactions (Obodo & Anigbata, 2018). In the words of (Obodo & Anigbata, 2018), government and citizens will continuously communicate when implementing e-government, thus supporting accountability, democracy, and enhancements of public services. "The primary goal of e-government is to serve the citizens and facilitate citizen's interaction with the government by making public information more accessible through the use of websites, as well as reducing the time and cost to conduct a transaction" (Nduo, 2004).

**Government-to-Government (G2G):** This is the web/online communications between government organizations, departments, and agencies supported a super-government database. In simple language, it is referred to as the relationship between the government and its employees. This can be practically evidenced in the following: Improves inter-governmental and organizational processes, Streamlines cooperation and coordination of government activities, Automates and streamlines inter-governmental business processes such as regulatory compliances, service delivery, and enhancements.

**Government-to-Business (G2B):** This is the second major type of e-governance category. It can bring significant efficiency to both governments and businesses. It also includes various services exchanged between government and also the business sectors, including distribution of policies memoranda rules, and regulations.

**Governments-to-Employees (G2E):** This is the least in the typologies of e-governance. The purpose of this relationship to serve the employees and offer some online services such as applying online for annual leave, checking the balance of leave, and reviewing salary payment records among other things. This can be seen also in the combination of information and services

offered by government institutions to their employees to interact with each other and their management. It is also a vital way to providing e-learning, bringing employees together, and encourages knowledge sharing among them. This equally gives employees the possibility of accessing relevant information regarding compensation, benefits policies wages and salary administration, training and development, and opportunities of accessing their benefits online with easy and fast communication models and modems(Obodo & Anigbata, 2018).

## **2.3. E-Governance: Service Delivery Approaches**

Yong (2004) stated that there has been a distinct shift between the agency-centric and citizen-centric approaches in service delivery. Modern governments are steadily transforming from the traditional department-centric model to a citizen-centric model for delivering services (Shapiro, 1999). In the case of public service delivery citizen-centricity are a more realistic approach and an excellent opportunity for interaction between government and citizens (Salam, 2012).

### **2.3.1. Agency-Centric Approach**

The Agency-centric approach of e-governance is also known as department-centric. Al-Khoury (2011) argued that in a department centric approach, citizen needs to interact with each department separately causing inconvenience and inefficiency. Moreover, any services that require approvals or intervention of more than one department, would take a long time to deliver. The next stage in the transformation process is the integration at the service provider level where multiple services and departments under a simple agency or services provider are integrated to give one agency feel to the citizens. However, citizens still got to interact with different agencies for various purposes, resulting in less transparency and convenience for the citizens. Thus, is also a growing demand for government to transform from a traditional agency and department-centric model to a citizen-centric model (Chhabra and Kumar, 2009).

### **2.3.2. Citizen-centric approach**

Citizen-centric will enable the government to achieve essential efficiency gains and improve service delivery levels, improve citizen's satisfaction with government service and improve quality of life (Mehra, 2004). Citizen-centric e-government should enjoy the increased trust of

citizens and should ensure accountability of government transactions (Gronlound, 2002). It does also help avoid duplication and overhead through shared services and infrastructure. A citizen-centric government is something much more fundamental than simply a collection of departments providing services to citizens. It involves rethinking the whole service delivery system across all agencies, and every one level of government-from a citizen perspective. Moreover, the user needs typically cut across the organizational structures and hierarchies of government. So a real citizen focus requires a holistic approach, appreciated by all the amount of states.

## **2.4. Public Service Delivery Improvement and Techniques Through E-governance**

Characteristically, e-governance is the electronic delivery of services by the government to the citizens. Public service delivery is that the inter-relationship between the gov't functionaries and the citizens to whom the services of the government are addressed to. Any effective public service delivery mechanism must ultimately cause good governance. It simplifies the delivery of government services to citizens and improves interaction with businesses and industry. It facilitates citizen empowerment through access to information and allows more efficient government management( Sirajul, 2011).

According to Harris (2000), ICT is one on among key instruments that supported good governance by increasing transparency, accountability and eventually helping to cut back the cost of government business operations. In South Africa, Batho Pele promoted nine principles like a consultation with citizens, setting service standards, increasing access to information, ensuring courtesy, providing information, openness, and transparency, redress, and value for money (RSA, 1997). Furthermore, Citizen Charters characterized by six principles like the standard of services, cost and time, choice and consultation, courtesy and consideration, redress and apology, and value for money (BSI, 2008). Using ICT within the sort of e-governance could yield great benefits within the reform and modernization of the general public sector. The experience of e-governance in several developed and developing countries has shown that ICT can be a tool for greater service delivery to improve service quality. E-governance can also promote good governance that is greater civic engagement can increase opportunities for direct

representation and voice, and support for increased democracy. The concept of electronic governance (e-governance) is defined as the application of Information and Communication Technology (ICT) to the government processes to bring Simple, Moral, Accountable, Responsive, and Transparent (SMART) governance (R. Budhiraja,2005, R.W.Harris,2004, R.Heeks,2001, V.K.Jain,2005).

A key measure of good governance, however, is through the general public sector that's responsible for delivering transparent and quality services. R.Cromombe, 2008 says that governance is about ensuring that the resources are used for the citizens' benefit. If governance in an economy is weak, then there is a serious reduction within the quality of public services. The main reason for emphasizing service delivery was that the public sector has been slow and unresponsive to the citizen's needs in modern times.

According to the World Bank (2005), public service delivery has been inconsistent with citizen preferences and considered feeble in developing countries. The preoccupation of many countries in recent times is how to reposition their public service for effective and efficient service delivery. Consequently, the government of nations has taken it upon themselves to carry out various reforms in the public sector by redesigning the structures, systems, and processes to improve the delivery of services to their citizens (Adeyeye & Aladesanmi, 2010).

The public service of any nation is an institution of governance and administration established essentially to deliver public good to the people most efficiently and effectively. The public service is therefore an influential public institution for service delivery and development (Kauzya, 2011). The introduction of management ideas especially in the area of ICT into the public sector also encourages good customer relations services. Proper service delivery is significant for the survival of recent democracy or government and access to government information by citizens and organizations is, therefore, a fundamental ingredient in effective service delivery. To this end, ICT is seen as a tool to support the work of governmental institutions and agencies to deliver public services and information in a more convenient, citizen-centric, and cost-effective manner. ICT is often an efficient tool to make sure increased access to government services, improved value for money also as increased productivity, transparency, and better service delivery (Achimugu, 2011).

Duncombe & Heeks (2003:67) argued that "ICT is an electronic way of information dissemination that promotes an interaction between providers and users of information through the application of information processing system in the country". According to him, the input mechanism of its device can assist the decision-makers to arrive at a decision that can promote an interpersonal relationship between the government and the people. The issue of service delivery is all about the customer service and effectiveness. Effectiveness in customer service typically refers to "doing the right things" and measures constructs like customer satisfaction on dimensions, such as service quality, speed, timing, and human interaction. Service is effective whenever its outcomes or accomplishments are useful to its customers (Inyang, 2008).

The use of ICT in the public sector and how it affects the service delivery of government have been commonly debated among scholars by looking at what different technologies and their applications do by enabling governments to do what it does in terms of service delivery. It helps by making governments more accountable and transparent through a process of information rationalization, ICT has also been often considered as valuable support for achieving the effective public service delivery envisaged by the NPM trends whether implicitly or explicitly (Worrall, 2011; Hall, 2011).

According to Ainabor (2011), in applying ICT, efficiency can take different forms. For example, one form is to scale back errors and improve consistency of outcomes of governmental projects through automating standard tasks. The second form of efficiency improvement is to reduce costs and the many layers of organizational processes (the popular bureaucracy) by streamlining operating procedures through e-applications. Part of efficiency improvement is a reduction in time spent on repetitive tasks. This, without doubt, will give the federal, state, and local government employees ample opportunity to develop new skills and advance their careers. It is highly believed that no managerial reform can be materialized unless it is supported by ICT to improve the effectiveness and efficiency of personnel management, procurements, and many other government activities (Ambali, 2010).

The United Nations Public Administration Network (2012) noted that, while it is vital important to continue with service delivery, governments must increasingly begin to rethink in terms of e-government and e-governance (i.e., ICT use in delivering government services).

According to UNPAN (2012), ICT is often utilized in diverse applications to accelerate information dissemination, improve the efficiency of public services, increase the transparency and accountability of state administration, reduce corruption, and facilitate citizen participation in governance. From the above position of UNPAN, it means access to ICT is crucial to sustainable agenda for administrative transformation.

(Ewuim et al., 2016) argues that ICT extends the reach of public services to the remotest areas, and allows information to flow in both directions, thus effectively empowering the poor and giving them a voice. Most communities in the country are isolated and may not be aware of the activities of the government. This little question would have hamper service delivery on the part of the service providers. But such isolated communities have been integrated into the global economy. It also makes a positive impact on the growth and development of an organization, improves the overall performance of government in areas such as health, education, agriculture, etc. Therefore, any public sector that can establish and develop ICT will reap the benefits of improved service delivery. The emergence of ICT for service delivery according to(Ewuim et al., 2016) indicates ‘that there is a strong link between information Technologies and the length of socio-economic development in a country’. Therefore, ICTs are considered an aid to socio-economic developments. Nwabueze & Osioko (2007) still believe that ‘the emergence of information technologies (ICT) enables the citizen to directly communicate to the government through Mobile Communication and Internet Service to voice out and suggest developmental project needs of the people at a local level in a state.

Generally, e-governance can improve public service delivery through the following;

- **Setting service standard:** This will assist the public to measure the department's services, and play an important role in service improvement plans. Service standards would aim to measure public satisfaction with the products or services being delivered. Relating this principle to ICT support would imply if the government department or agency has specific measurable service standards.
- **Increasing access:** Access to information and services empowers citizens and creates value for money, quality services. It reduces unnecessary expenditure for the citizens.

- **Providing information:** Availability of information with regards to products and services should not only be at the service point but should also strive to extend the supply of products and services to the general public who are distant from those service points ((Visser & Twinomurinzi, 2008). The main area of focus would be to extend the supply of data to the general public who are distant from service points.
- **Value for money:** Improvements to service delivery should not come at a premium to the public.
- Incorrect information provided or processes reengineered could result in the public having to spend more time, effort, or even money to receive a product or service. Service delivery improvement should strive to be done with the same amount of resources or even less. E-government should support the public to receive cost-effective services and products.

## 2.5. Theoretical aspects of e-governance

The word 'e-governance' are often viewed at the crossroad of two major shifts - governance and information revolution. The issue of governance has been around for a few decades. According to the Concise Oxford Dictionary (9th Edition), the word governance has been developed from the Greek word 'kuberna' which means 'steer'. The first classic political science essays on the subject talked about the concept of 'governability', which made the rule of law the core to development.

Globalization with the emergence of new information and communication technologies (ICTs) has a profound impact on the development of e-governance notion. ICT replaced two basic elements of production; labor and capital with information and knowledge for the first time in the last two centuries. The Internet created the same breakthrough as the printing press did in the 15th century. It shapes the facility to communicate, share, distribute, exchange, formalize, use, and network information at a speed that's not experienced before. "E-governance reflects a process of re-invention and re-engineering in governance and 'is aimed towards adapting administration to the further increasing flow of information: accelerating the process of decision making by optimizing resources, and making the mechanism for deciding self-regulating' (Baev

2003).” There are different theories of e-governance in public service delivery. Those are the following:

**Theory of rationalization:** Rationalization theorists argue that E-governance has tremendous potentiality in improving governing process and therefore there is rationality in decision making (Taps Scott 1997). This theory is based on classical Cybernetic theory and argues that information reduces uncertainty and increases control.

**Rationalization at cost theory:** The second theory postulates that there is a cost or price for the rationality posture. It is on account of over bureaucratization decisions that are being made with the help of algorithms are shifted away from politicians to permanent officials because they ceased to become part of the policymaking process. The most aggressive kind of argument put forward by these theorists is that E-governance techniques are pervasive; so that the citizens may become docile subjects of authority.

#### **Erosion of rationality or noise theory**

The third perspective on E-governance is that E-governance would do away with rationality. They argue that policymaking is a time-consuming process and the problem of information overload on account of IT penetration would distract the attention of policymakers from qualitative and unstructured factors to quantitatively measured and structured factors and information (Perry, 2001). The theorists believe that excessive technological domination would lead to weak decision-making based on judgment. Erosion of rationality supporting people denies cybernetic school that information is control and prefers to argue that information is noise.

#### **Socio-political domination over technology or social shaping theory**

They believe that there will be no implication of technology on the political rationality of decision-making. The process of governance is shaped by the socio-political forces and technologies are just means for conflict conservative social and political shaping or change of styles of Governance (Perry, 2001). The main debate they put across is that technologies could provide an opportunity for policymakers to demonstrate to the public the authority of their decision-making capacity, however, the real basis on which decisions are made is out of political

reasons. The protagonists of the theory claim that there are several instances, available that provide adequate support for the totem theory or social shaping theory.

### **Comparative analysis theories**

The four theories can be empirically tested in different ways. The control theory or theory of rationalization could be applied empirically by observing direct attributes of phenomenon such as individual decision-makers satisfaction, their sense of efficacy, control in their work, collective action capabilities of groups of decision makers (Perri, 2001). Whereas the social shaping theory or totem theory identifies with distant phenomena or dimensions, symbols meanings, group identities, and means by which they form group interests.

## **2.6. Objectives and Opportunities of E-Governance**

### **2.6.1. Objectives of E-governance**

The objective of E-governance is not just to computerize government offices it is to gradually transform the way the government operates. But the process will take time and a significant amount of re-engineering of processes. Hence, E-government is not just another way of doing existing activities; it is a transformation on a scale that will fundamentally alter the way public services are delivered (Al-Mushayt et al., 2012). The most important anticipated benefits of E-governance in developed, as well as developing countries, are improved efficiency (citizens get connected to the government more easily using electronic means of communication. This results in better efficiency in public service delivery through faster dissemination of government information to a larger audience), increase in transparency and accountability of government functions, convenient and faster access to government services, improved democracy (Equal opportunity is given to all or any to access information regardless of the person's physical location or disability and therefore the elimination of the bureaucracy experienced in government offices), and lower costs of administrative services (interdepartmental exchange of information and merger of related services is enhanced among government agencies with an accompanying reduction of transaction costs, time, space and manpower) (Adeyemo, 2010.)

## 2.6.2. Opportunities of E-governance

Electronic delivery of public services by the government not only results in efficiency, better quality but above all facilitates equitable access. Once the services are available through Internet, Kiosks, Integrated Service Centers, Mobile devices, it becomes very convenient for people in urban also as rural a part of the country to avail these services, as governments in many of the countries, also as private sectors, are within the process of creating tons of investments in extending the communication infrastructure to the remotest parts of the country to succeed in the unreached. It also is benefiting public sectors in achieving higher productivity, efficiency, enhanced transparency, accountability, responsiveness lead to an overall improvement in the image of the government in the minds of the citizens. Raised trust levels lead to an improved relationship between government & citizens as well as government & business, one of the major objectives of e-governance (UNESCO, 2005).

As Nadou (2004), has identified by her research the following are major opportunities that will gain from applications of E-governance;

- a. **Cost reduction and efficiency gains;** The appropriate application of E-governance may reduce the number of inefficiencies in processes by allowing file and data sharing across government ministries/departments, thereby contributing to the elimination of mistakes from manual procedures, reducing the specified time for transactions. Efficiency is additionally attained by streamlining internal processes by enabling faster and more informed deciding, and by speeding up transaction processing.
- b. **Quality of service delivery to businesses and citizens in the traditional model of public service delivery, the procedures are long, time-consuming, and lack transparency.** A business that wishes to obtain a license or a permit has to fill out several application forms, has to visit several different offices, and spends a considerable amount of time. If a citizen wishes to be issued with a certificate or any other official document, s/he will have to travel to the central government office, go to different offices and spend tons of your time for easy service. An E-governance initiative, on the other hand, which puts government services online, thereby reducing the bureaucracy, offers round the clock accessibility, fast and

convenient transactions, and enhances the standard of services, in terms of your time, content, and accessibility

- c. Transparency, anti-corruption, accountability:** E-governance helps to increase the transparency of decision-making processes. In many cases, E-governance offers opportunities for citizens to directly participate in decision-making, by allowing them to provide their ideas and suggestions in forums and online. If websites are designed carefully and openly, they can be valuable resources for transparency as citizens, businesses and other stakeholders shall be able to see political and governmental information, rules, and policies. Previously it had been often necessary to travel on to government offices to get information, but now this information should be available online.
- d. Increase the capacity of government:** The use of E-governance platforms for the reorganization of internal administration transactions, communications, and interrelationships and easy information flow and transfer offers considerable opportunity to increase government capacity. Intranets allow different departments to share databases of common customers and to pool the skills and capacities of their members for problem-solving. These facilities in turn will pledge faster information flow and transfer, quicker and cheaper provision of goods and services, faster and better decision-making processes, and unplugged paper bottlenecks. Knowledge-based or expert systems help to make a more responsive and guideline-based process. It also assures benefits to the government itself through reduced costs and spending, which could require lower taxes to finance.
- e. Network and community creation:** E-governance creates both pressures and opportunities for network creation and community building. Nadou 2004 argued before and E-governance initiative requires a complex web of interrelationships among government, citizens, NGOs, CSOs, customers, businesses, employees, and governmental agencies. Moreover, the very nature and function of E-governance require a network approach to put together skills, technologies, information, and knowledge that span the boundaries of different governmental agencies. It is generally impossible to seek out all of them in one single governmental agency. The need for learning and training, for example, requires a partnership between government agencies/departments and universities or research institutions, private sectors, and NGOs.

- f. Improve the quality of decision making:** E-governance has the potential of linked community creation, forums, continuous interaction, and communication between government and its citizens and other stakeholders contribute to the decision-making process. Through active participation in political and government discussions, citizens can contribute their ideas, and share their knowledge and information.
- g. Promote the use of ICT:** In other sectors of the society, Continuous interaction and communication between the government and its stakeholders contribute to the creation of awareness about the potential contribution of ICT to local community activities. In this way, E-governance plays a vital role, not only in facilitating market-led initiatives but also in initiating the process of capability building and in coordinating the actions of a large number of interested stakeholders. For G2B electronic transactions to occur, the business itself needs to make use of electronic equipment.

As World Bank stated (WB, 2012) the e-government's ultimate objective is offering an enhanced portfolio of public services efficiently and cost-effectively to citizens. The e-governance also could provide more transparency for the government because it enables the general public to be informed about what the government is functioning on and therefore the policies which are enforced. The primary benefit would be replacing and optimizing the Paper-Based System while implementing electronic government. That could save lots of time; money and also the environment in return due to reducing paper consumption. The implementation of e-government could also promote better communications between government and business sectors. In summary, more efficiency, enhanced services to better serve citizens, better accessibility of public services, more transparency, and accountability of government are the expected advantages of e-governance (WB, 2012).

## **2.7. Challenges of E-governance**

Despite it's evident that E-governance and ICTs are powerful drivers for quality public service delivery there remain many challenges that hamper the exploration and exploitation of its opportunities. The multidimensionality and complexity of E-governance initiatives imply the existence of a good sort of challenges and barriers to its implementation of various platforms and

packages. Practically, these barriers can have a big effect on the event of state organizations' capabilities to supply online services and transactions.

Generally this all that listed below is the challenges of e-governance implementations:

**Lack of institutional framework supporting e-governance:** Creating an institutional framework supporting E-governance initiatives(Nkwe, 2012). This includes fixing a high-level committee, monitoring implementation activities, ensuring e-government investment reviews, and establishing clear mandates and responsibilities for implementing e-government. It is important to define clear mandates and responsibilities decide to allow effectively for E-governance development and ensure proper coordination across government agencies (UNDP, 2006).

**Digital divide:** The digital divide is usually described in terms of the difference within the number of telephones, internet users, or computers per head between rich and poor countries. Ownership of private computers and disparities in internet access are among the foremost important challenges faced today in implementing e-government. The digital divide in developing countries generally and Africa, especially, is closely tied to the contextual economic environment of nations. Countries with thriving economies are by and enormous related to increased access to ICTs compared to those whose economies do badly (Nua, 2002

**Privacy and security concerns:** The security and privacy of data is another serious technical challenge. Participants feel that using websites to transfer their personal information (critical document uploading, inputting name, picture, and date of birth, master card details), sharing information with public agencies online or electronically isn't safe. They are afraid that e-services websites aren't secure enough to guard their private information against being misused or distorted by hackers. "For e-government activities, service continuity is critical not just for the supply and delivery of services but also to create citizen confidence and trust (Nkwe, 2012)

**Limited IT skills and training:** this includes a scarcity of computer literacy among the citizens, businesses, and government sectors themselves. In developing countries, people that have skills in ICT are very limited. The bulk of those who have them are young citizens thus the elders are going to be overlooked in adopting e-government. The opposite major problem is that even the

gov't employees or those that are alleged to make the e-government run smoothly don't have the talents.

**Culture and Attitudes:** “Overcoming cultural inertia is one of the most challenges to e-government implementation in developing countries (Ndou, 2004)”. Heeks (2003) reported that the main reason behind e-government project's failure in most, if not all, developing countries are that the gap experienced between the planning and reality of data systems implementation. Usually moving from paper-based

## **2.8. Stakeholders in E-governance**

The adoption of E-governance in any country shall involve the active participation and contribution of several key players and stakeholders in the entire process. Some of the importance of stakeholders (UNESCO, 2005; UN, 2008; Otike and Ntulo 2013) has including:

### **a. Political Leaders**

No E-government initiative no matter how well-strategized can bear fruit unless there is a will to do so by the political leadership in the country. This stands true for almost all nations and the top leadership in the country must be sensitized enough towards the need for electronic governance.

### **b. Government Ministries/Departments/Agency**

The government departments in the least levels during a country got to ensure an ideal backend integration of systems and processes to make sure a smooth and seamless transformation of the gov't to a digital state. The E-awareness amongst the gov't employees and their willingness to embrace change shall play a key role within the whole process. Public sector ministries/agencies integration has a pivotal role in providing their services in an easily coordinated way and potentially reducing the tediousness and tiredness of service users here to there in accessing services from different agencies and organizations.

**c. Legislative body**

Formulation and enactment of well-crafted IT laws and policies may be a prerequisite for the success of an e-government venture and therefore the role of law-making bodies assumes paramount importance during this regard.

**d. Citizens**

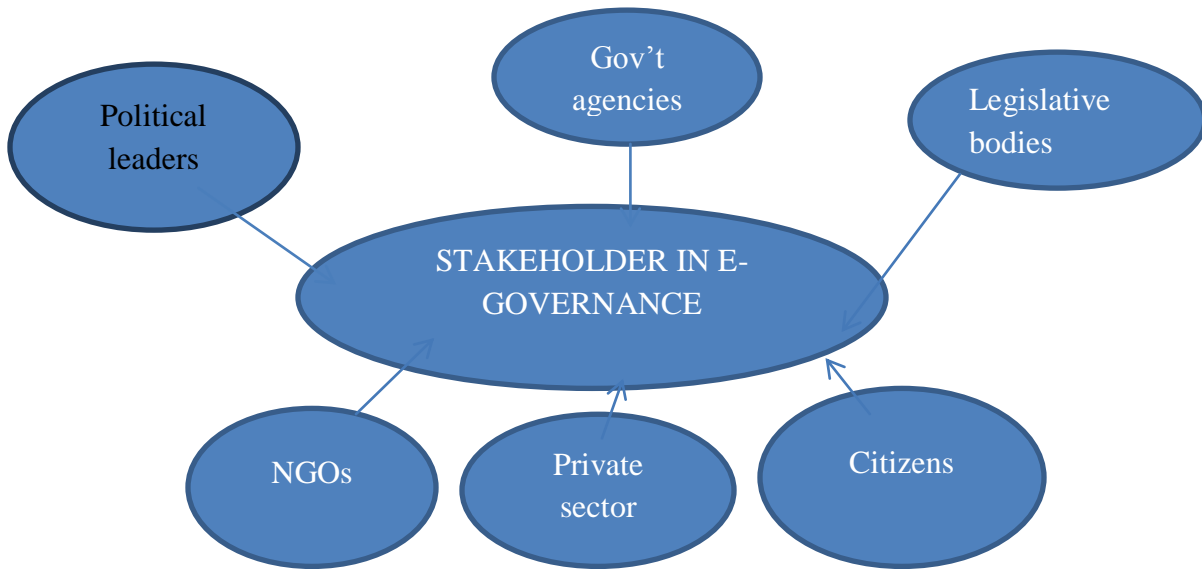
Being the key beneficiaries of the entire process, the citizens play a crucial role as they are the ones to expect fast and convenient delivery of online information and services from the government and would also contribute effectively to the process of policymaking by voicing their opinion and views electronically.

**e. Private sector**

A healthy collaboration and partnership between the government and the industry/ private sector entities shall lead to an easy fulfillment of E-government goals as both the parties can draw benefit out of the ventures. The private sector can be an investor for e-government initiatives and can also add value to the e-government initiatives through the deployment of advanced technology and global expertise. Apart from the commercial aspect, they would in turn benefit from the increased efficiency, transparency, and accountability of the government.

**f. International organization and NGOs**

These can play a crucial role by being facilitators and motivators for the projects. Through an efficient promotion of the e-government initiatives, these agencies can raise awareness amongst the common citizens and may also contribute by completing research within the area and exchanging best practices with countries that have already proved successful in some areas of E-governance platforms.



**Fig 2.2. Stakeholder in e-governance**  
**2.9. E-governance and land administration**

The application of e-governance in land management is an important issue. Land administration as a term has been defined in many publications and several vocabularies and different from country to country. According to Williamson and Steudler (2002), Land Administration is defined as the processes of determining, recording and disseminating information about the tenure, value, and use of land when implementing land management policies. To tackle the difficulty of land-related troubles, the government has introduced e-government practice in land administration

According to (UNECE, 2005), “Land administration is defined as the process of determining, recording and disseminating information about the tenure, value, and use of land when implementing land management policies”(Maasikamae, 2005).

FAO defines land administration as to how the rules of land tenure are applied and made operational (UNCE, 2015):

- Land rights: the allocation of rights in land; the delimitation of boundaries of parcels for which the rights are allocated; the transfer from one party to another through sale, lease, loan, gift, or inheritance; and so the adjudication of doubts and disputes regarding rights and parcel boundaries(Feeyes, 1987).

- Land-use regulation: land-use planning and enforcement and the adjudication of land-use conflicts.
- Land valuation and taxation: the gathering of revenues through forms of land valuation and taxation, and the adjudication of land valuation and taxation disputes.

## **2.10. Empirical Studies on E-governance**

### **2.10.1. E-governance and Developed Countries**

Developed nations have advantages over developing nations in technological development. They have also utilized the versatile potential of ICTs. It is argued that in developed countries computer and internet is the base of delivery, while in most developing countries it is still treated as a luxury (Pani and Mishra 2007).

#### **U.S and e-governance**

The U.S is a world leader in E-governance initiatives. The U.S government's E-governance policy is guided by three principles-citizen centered, results-oriented, and market-based (Pani & Mishra 2007: 18). At the end of 2002, E-government Act was signed with a focus on providing solid leadership of the information technology activities of federal agencies. E-governance activities of the U.S government are based on three dimensions. They are:

- a. Government to citizen:** The government to citizen (G 2 C) dimension focuses on giving online access information and services to the citizens. Some of the G2C projects in the U.S are Govbenefits.gov, recreation.gov, IRS Free File which is aimed at serving various citizen services such as loan services, recreation services, and tax filing.
- b. Government to Business:** Government to Business (G2B) projects are aimed at supporting business establishments in interacting with the Federal government. Through this interaction business enterprises have certain advantages and the one-stop portals like Regulations.gov, Export.gov serve the business people in a better way. Rules and regulations on business can be obtained through Business.gov. Another portal called, Consolidated Health Informatics (CHI) has been introduced to impart health information among different organizations.

- c. **Government to Government:** Government to government interaction is intended to share information at different levels of Government-state and local level so that it becomes more citizens friendly. The projects called Geospatial One-stop, Disaster management, SAFECOM, E-vital, and Grants.gov enables governments at all levels to access information on geospatial activities in a cost-effective way. The disaster management portal provides federal, state, and local governments information on disaster management. SAFECOM is a comprehensive program to aid local, tribal, state, and federal public agencies to improve public safety response through sophisticated wireless communication (Pani and Mishra2007).

### **Canadian experience**

Canada has introduced E-governance services which are affordable, accessible and responsive. The core idea behind the Canadian initiative of E-governance is 'connecting Canadian intended to provide information to citizens by involving all Government departments. The Service Canada initiative is constructed around a single portal to integrate services in key areas such as education, employment, health, procurement, social security, and so on. However, Canada faces certain challenges to its E-governance initiatives.

### **U.K experience**

The U.K has been a leading developed nation in the arena of E-governance. The U.K has effectively accomplished the early stages of document distribution, workflow coordination, and service delivery; however, coping with the democratic deficit is a challenging task (Raj, 2008). Another interesting phenomenon of the U.K's E-governance experience has been the emergence of labor and social activism. The political constituents of the U.K like England, Scotland, and Northern Ireland have taken up initiatives in giving e-services to its citizens. In the U.K the local authorities are also involved in E-governance initiatives. The local authorities are not only aware of the E-governance needs of the local people but try to provide E-information and E-services according to the needs of the people. Much has been done to overcome the digital divide in the U.K by providing e-enabled channels and internet technology.

## **Australia experience**

Australia has also contributed significantly to E-governance practices. It has established a separate office for E-governance in 2003. The objective of the office is to transform how government does business through Information and Communication Technology to improve internal efficiency, transform service delivery and engage the community (Pani and Mishra 2007).

Electronic Service Delivery is in the process of providing government services through ICT. Australia has initiated several seminars highlighting the importance of E-governance in both the internal and external interactions of government agencies. The one such kind of E-governance system is in Western Australia called the Electronic Service Delivery Strategy (ESDS) aiming at improving E-governance system in public sector undertakings. This system provides guidelines for changing the delivery of government services through electronic means which includes transactions through the internet, SMS messaging and mobile. The whole of Australia, Integrated Service Delivery (ISD) is the primary goal of E-governance. It has got three dimensions such as integration, services, and delivery. Australian E-governance activities have been focused on delivering Commonwealth services electronically on the internet.

In the so-called Asian dragons like Singapore, E-governance has the aim of transforming Singapore into an intelligent island in which the use of information technology is widespread in every aspect of human life- at the workplace, home, and play. Singapore started E-governance activities in 1981 and today Singapore one network has provided high bandwidth to 99 percent of the citizens. The e-citizen center – a portal to provide public services started as a pilot and has grown into public service online. The traditional counter service continues along with this to prevent any digital divide particularly for their senior citizens (Raj, 2008). In short, developed nations are well ahead of developing nations in the field of E-governance.

### **2.10.2. E-governance and Developing countries**

In developed countries, it is a reality that electronic interactions with government agencies are conducted effectively as the analysis revealed but the same efficiency and quality may be a difficult task for developing countries. However, developing countries may emulate the

experiences of developed countries by taking into consideration their needs and culture to serve their customers better and save costs by making internal operations more efficient; cutting down the complex and overstretched bureaucratic system (Basu, 2004).

There are also a lot of apprehensions among many people in developing countries regarding the relevance of information society in the context of persisting poverty, widespread corruption which requires immediate attention. Hence, E-governance in developing countries evokes certain hopes and demonstrates opportunities. It is assumed that ICT can play a significant role in developing countries in bringing modernization. Investment in communication infrastructures, training, and learning would enable developing nations to enhance their competitiveness as external service providers. There is also an indirect impact of ICT on poverty which is very relevant in the context of developing countries.

### **E-government in Botswana**

Botswana government invests US\$76 million on its grand, but very achievable E-government endeavor for 2011-2016 E-governance platform implementations(Nkwe, 2012) Botswana is investing heavily on E-government. There is an increasing interest in the use of Eservices by the public. The government has a website which provides a lot of information on different aspects of Botswana; on the website one can download the requirements and application forms of services without being in physical Contact with the government departments (Nkwe, 2012)

### **E-government in Kenya**

The adoption of ICTs, Kenya has come an extended way from the age of using mainframe computers to the fashionable world of wireless and mobile technology. In particular the e-government strategy outlines the objectives and process for the modernization of government that cover the entire range of government operations, impacting C2G, B2G and G2G as a means towards enhancement of transparency, accountability and good governance, hence making government more efficient, result oriented and citizen focused (Siambi.W, 2008). The Kenyan experience is well articulated by (Okong'o, 2005) where both studies show that the following factors are critical to the successful implementation of e-

government project: First, senior Management Commitment and Leadership are essential for the participation of other government employees in the E-government objectives. Secondly, the government is poised to make adequate budgetary provisions and forge viable public private partnership will be useful for the implementation and roll-out and to invest in E-government projects. Thirdly, the event of a regulatory framework for public-private partnerships in Kenya is ongoing. The fourth issue is the ICT Personnel: The recruitment, raining, re-training and retention of ICT professionals is critical to the success of any E-government strategy. The Fifth issue is in regard to management and process re-engineering. The Sixth issue touches on the need for an enabling legislation is required to achieve some of the objectives defined in the E-government strategy and finally, there is need for monitoring and evaluation.

### **E-government in Malaysian**

Malaysian government has made concerted and sustained efforts towards ensuring the successful implementation of E-government. Apart from the implementation of various E-government platform flagships, it has developed and put in place institutional frameworks of integration and coordination mechanisms all these supported by necessary guidelines and ICT policies and legislations (Siddiquee, 2005). In line with the objective of providing efficient and quality services to the public electronically, various ministries and agencies within the government have introduced websites often allow the members of the public to express their views and opinions about the quality of services provided and lodge their complaints/grievances, these also serve as effective tools for public consultation and engagement which is signature of Good governance.

### **2.11. E-government in Ethiopia**

It's not too distant past Ethiopia has seen repeated political upheavals. But the incumbent government has nevertheless declared good governance to be a priority. At present, Ethiopia spends one tenth of its GDP per annum on IT. Efficient implementation of e-Governance can substantially reduce the cost of Ethiopian government by increasing government officials productivity, by dramatically cutting the time for the processing of information and regulatory implementation, and through the wide implementation of e-procurement. Internet usage in

Ethiopia, according to Internet World Statistics is somewhat equivalent to that of Niger and the Democratic Republic of Congo but far less than that of Kenya (1.2%) and South Africa (7.3%) (Pathak et al., 2008)

However, the government is keen on privatizing the national operator—Ethiopian Telecommunications Corporation (ETC)—and introducing competition in mobile and Internet services. The mobile sector has been growing by 100% or more per annum in recent years crossing the capacity limits. Broadband initiatives taken in 2005 are intended to bring the country closer to the information society with higher budgets allocated for infrastructure improvements in 2006. With the new ICT program the government of Ethiopia is endeavoring to improve deteriorating public services. Its dream relies on the spread and usage of Internet technology.

However, Ethiopia is yet to realize the potential benefits of employing ICT to curb corruption in public sector. The wealth accumulated through corrupt means seeks safer destinations and moves out of the country. Government agencies do not seem to be much motivated to distribute information online, and automate processes that are subject to corrosive and corrupt influences.

Most government websites developed to point out the government's commitment to e-Governance become dysfunctional or obsolete. Bureaucracy remains opaque. Therefore, it becomes essential to spot specific targets in Ethiopia where ICT can be successfully applied as a tool in curbing corruption and improving the quality of public services for the mass of citizens. Further initiatives are underway. These include a project to connect all Federal Courts with a centralized database through a Wide Area Network (WAN). To show case the value of ICT for facilitating information delivery in local administration, recently the Economic Commission for Africa (ECA), in collaboration with the Information Technology Center for Africa (ITCA), launched a multimedia touch-screen kiosk in Amharic (the national language of Ethiopia) at the Nefa Silk Lafto Sub-City of the Addis Ababa Municipality. Information Services Division's (DISD) input to the cooperation framework established in 2003 between ECA and the Mayor of Addis Ababa. Further in August 2005 a ceremony was held in the historic Ethiopian city of Harar to mark the inauguration of a UNESCO sponsored community tele center.

The availability of Internet broadband facilities in major cities, even with varying degree of penetration, and its non-availability in rural areas itself creates problems. It shifts power but still leaves it in the hands of a few. Therefore the use of ICT for removal or reduction of corruption in

Ethiopia appears to be limited, not because of the failure of technology but because of the limits to its reach among citizens generally. It may be that the best that can be hoped for is a phased approach that gradually extends reach and impact first in the cities and then in the rural areas.

According to reports of (Adam, 2010) in Ethiopia the E-government strategy has four objectives, these are:

**Bring the government closer to the people (building a good relationship between government citizens):** one of the objectives of e-government approach is to boost the consciousness levels of the people regarding the services made available by the government and also their rights as citizens as well as build it easy for the citizens to pressure and participate in development of government policies. This participation is anticipated to build a sense of possession and culture of huge accomplishment leading to closer ties between the people and the government.

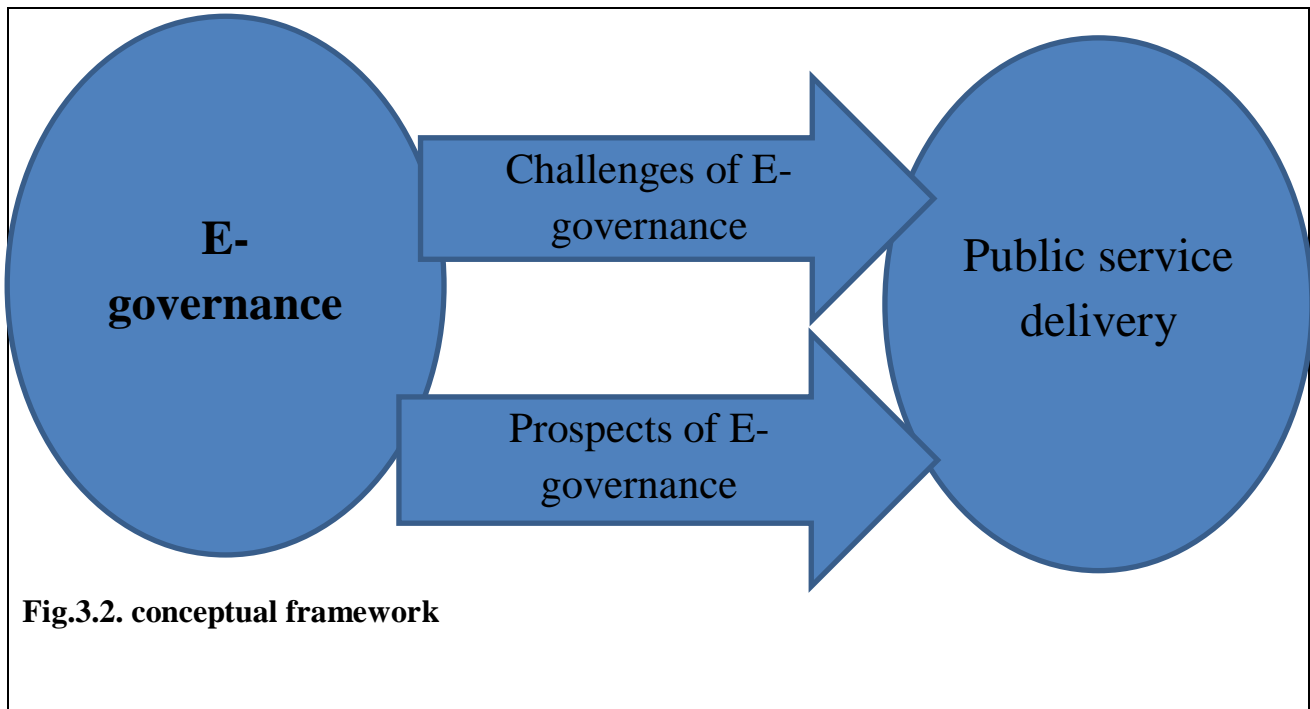
**Effective governance:** implementing e-government approach will guide to backend automation to a familiar collection of policies and standards showing to enhanced integration and information sharing among them and in turn making the public-sectors more effective and efficient in delivering their services and duties. And again, potential building to offer training to public service employees on skills that will allow them to serve the customers in more effective way is an important part of the general e-government strategy.

**Service delivery of improvement:** one of the objectives of e-government approach is the electronic enablement of services to be delivered via alternate delivery channels such as: internet, mobile, call center and the citizen facilitation centers. Using these alternate channels will allow the citizens with another of how, when and where they cooperate with the government to facilitate customer satisfaction levels with the government services. At the same time, it is also showing that electronically enabled services would be not only faster and easier to access therefore; it leads to a visible improvement in quality of service delivery.

**Growth of socio-Economic:** private-sector involvement and deployment of its capital, entrepreneurship and competence will promote the realization of the E-government projects. On the same way, the private-sector would also be beneficial from e-government program such as: government services will be delivered faster at the lower cost to the citizens therefore, resulting in lower costs of doing business. This promotes economic growth and sustainability of the e-government initiatives.

## 2.12. Conceptual framework

Land administration is the most confronted issue in both developed and developing countries including Ethiopia. E-governance is one of the effective approaches for bringing effective and efficient public service, especially in land administration. E-Governance has various opportunities and challenges in public service delivery. Based on this the conceptual framework is developed as follows.



## **CHAPTER THREE**

### **3. RESEARCH METHODOLOGY**

#### **3.1. Research Design and Approaches**

A research design was “the arrangement of conditions for collection and analysis of data in a manner that aimed to combine relevance to the research purpose with economy in procedure; and it is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement, and analysis of data (Kothari, 2004)”.

The purpose of adopting a research design is to describe the conditions and procedures for collecting and analyzing data. This research design was a help to systematically address the central research problem and specific research questions, for situating researchers in the context of the empirical world, and for connecting them to specific sites, individuals/groups, and methods of data analysis. It might also explain the procedures that the researcher follows in the collection and the analysis of data to address the research problem answers the research question(s) and draws a valid conclusion. Moreover, adopting appropriate research design is essential to maintain quality standards and to define the research questions to be asked and methodologies to be used in answering the research questions. The study employed a descriptive type of research design to assess E-governance in public service delivery with special emphasis on Fitcha town land administration, North Shoa Zone, Oromia Regional State. Descriptive design helps to describe the current prospects and challenges of e-governance in Fitcha town land administration. This study was combining both a quantitative approach and a qualitative approach. The quantitative approach is employed by undertaking numerical analysis and interpretation of results whereas the qualitative approach is a deeper description of the problem under investigation and presents a detailed view of the study. The main reason behind employing a mixed research design will for triangulation.

## **3.2. Target Population, Sample Size, and Sampling Technique of the study**

### **3.2.1. Target population of the study**

According to Brink & Van Der Walt (2009), the target population refers to the total number of people or objects which are of interest in terms of data collection. In other words, the research population is that category of persons that meets the criteria in which the researcher is interested in studying. Furthermore, Fox & Bayat (2011) define a population as the object of research and consists, among others, of individuals, groups, organizations, human products, and events or the conditions to which they are exposed; and note that population is the full set of cases from which samples are taken, and in research, these cases need not necessarily be people.

The target population of this study was both employees and customers of the Fitchetown Land administration sector. The reason why this population was targeted was the researcher's high expectation to having good information concerning the prospects and challenges of e-governance in service delivery in land administration sector of the town.

### **3.2.2. Sample size and techniques**

Size of the sample refers to the number of items to be selected from the universe to constitute a sample (Kothari, 2004). The size of the sample should neither be excessively large, nor too small. It should be optimum. An optimum sample fulfills the requirements of efficiency, representativeness, reliability, and flexibility. Consequently, the sampling technique in this study was census method and convenience sampling. The rationale of using the census method is for the employees because they are small in number. On the other hand, the convenience sampling technique was for the customers of the service. This is due to the nature of the respondent's or service user's unavailability in a fixed time. Thus, those service receivers who are found executing their activities on different days were filling the questionnaires. The researcher randomly selects 70 service receivers or customers of Fitchetown land administration and 42 or all number employees in the sector. Generally, 112 participants are applied to this study from both employees and customers of the sector.

### **3.3. Data Collection Tools and Techniques**

#### **3.3.1 Data collection**

In this study, the popular approaches include various data collection instruments such as interviews, and questionnaires as well as were applied. Both primary and secondary sources were used in this study. The primary sources of this study included information collected from the targeted respondents by conducting a semi-structured questionnaire and in-depth interviews and focus group decisions as well involved. Collecting the primary data was very essential because it could help the researcher to obtain first-handling information on the prospects and challenges of e-governance in service delivery and, thereby, analysis and interpret the situation in town. Besides, secondary data were collected from relevant books both published and unpublished journals, different articles, reports, and appropriate official documents to enrich the study with secondary data as well as to ensure the sequence of the use of methods.

#### **3.3.2. Data collection techniques**

The methods to be used to collect data in this study are a Questionnaire, In-depth interview of key informants, and Focus Group Discussion.

##### **3.3.2.1. Questionnaires**

The questionnaire is considered as the heart of a survey operation because large samples can be made use of and, thus, the results can be made more dependable and reliable. The survey questionnaire was prepared in English and translated into the local language before the field survey. Collecting data through the questionnaire is also relatively economical and it is the most common data collection method in the descriptive and explanatory survey. In line with this, both open-ended and close-ended questionnaires were prepared and administered to all respondents to collect data properly. A close-ended question is dominantly used because of its easy handling, simple to answer, quick, and relatively inexpensive to analyze. On the other hand, open-ended questions may prepare with the assumption that it permits the researcher to generate free responses from the respondents and gives them freedom in phrasing a reply. It also gives

respondent's opportunity to express their feelings, perceptions, problems, and intentions related to the issue under study.

### **3.3.2.2. Interviews**

The interview was used to generate in-depth information of the key information on the issues based on interview guidelines. The interviews were held with the employees of the Fiche town land administration and the top management of the town. Interviews were also conducted with town experts and Fiche town municipality administrators. The interview permits a greater depth of response that is not possible through any other means.

### **3.3.2.3. Focus Group Discussion (FGD)**

Four focus group discussions were conducted this means two from the employees and two from the customers of land administration in Fiche town. The FGD was planned based on their sex, and educational background. Thus, the FGD was arranged from a homogeneous group.

## **3.4. Methods of Data Presentation and Analysis**

The process of categorizing and making data meaningful is referred to as data analysis. The manner data is analyzed, interpreted, and reported also depends on the research design utilized. In this study, both quantitative and qualitative methods of data analysis were employed sequentially. In order to analyze the statistical data that was obtained through questioner, the researcher was employed descriptive statistics such as frequency, percentage. On the other hand, qualitative data obtained through interviews was first summarized and then analyzed using narration and interpretation.

## **3.5. Data quality control**

Questionnaires are prepared first in English by the investigator and then translated to Afan Oromo by another individual who is familiar with the language. The questionnaire was translated back to English by another individual to maintain its consistency. During analysis, data was cleaned carefully; missing values are handled not to be excluded in the analysis by checking again and again through data exploration

### **3.6. Ethical consideration**

First of all, letters of support were written by the Addis Ababa University (AAU) to the concerned bodies. Secondly, the Fitcha town administration writes a letter of support for the researcher to collect the necessary information from the target population. Thirdly, the sample populations are informed before responding to the questions that their response would be kept secret and used only for the objectives of the study. Next, the aim of the research was explained to the subjects of the study who respond either to the questionnaires or to the interview. The name of the respondents was kept confidential. The researcher has recognized and cited the authors whose works are used for the study as a reference. They are also informed that they have full right not to participate in the study at all or not respond to any question.

## CHAPTER FOUR

### 4. RESULTS AND DISCUSSION

This chapter deals with data analysis, presentation, and interpretation of data gathered from respondents concerning the prospects and challenges of E-governance in public service delivery in Fitch town land administration. It also deals with data presentation on the background information of respondents in sector. Accordingly, analysis, presentation, and interpretation were made to achieve the objective of the study using different methods of analysis. Descriptive methods of data analysis such as frequency, percentage, were mainly used to analyze data obtained from respondents through questionnaires, interviews, and focus group discussions. In addition, in order to complement the primary data, different secondary sources have been used.

#### 4.1. Demographic characteristics of respondents

This descriptive analysis is used to look at the data collected and to describe data captured through the questionnaires. It was used to describe the demographic factors for more clarification. It is mainly important to form some general observations about the data gathered for general or demographic questions. The socio-demographic characteristics of the respondents in the study area include age, sex, marital status, educational level, and employment status. The total number of respondents was 112.

The below table are describe the socio-demographic characteristic of the respondents. The age of the respondents was one of the issues during the interpretations of the results. In line with this, the data shows that 38 (33.9%) were found in the age category of 18-25, 40(35.7%) of the respondents were found in the category of 26-39 and 34(30.4%) were found in the age category of over 40. Therefore, most of the respondents were in the young age group.

Regarding the sex of the respondents, the majority of responding participants 73(65%) were males while the rest 39(35%) were females. That is, around one-third of females participated in the study that would indicate the gender balance was good in this study viz-a-viz its objectives. With the reference to educational level 9(8.3%) cannot read and write, 15(13.4%) were found in the category of 1-8, 22(19.6%) were categorized in the category of 9-12, 29(25.5) diploma

holders and finally, 37(35%) were found in degree and above category. The educational level of the respondents shows that among 112 respondents 103(92%) of them can read and write. The highest numbers of the respondents were 1st-degree holders followed by diploma holders. This indicates that more educated people were involved in answering the questionnaires.

Regarding the job status of the respondents, 25(22.3%) were engaged in self-employment, 64(57.14%) were government employment and 10(8.92%) were students and the other respondents are unemployed. The following table presents the socio-demographic characteristics of the respondents in detail.

**Table 4.1. Socio-demographic characteristics of the respondents**

Item		Total	Percent
age	18-30	38	33.9%
	31-39	40	35.7%
	Over 40	34	30.4%
	<b>Total</b>	<b>112</b>	<b>100%</b>
Sex	Male	73	65%
	Female	39	35%
	<b>Total</b>	<b>112</b>	<b>100%</b>
Educational level	Illiterate	9	8.03%
	1-8	15	13.4%
	9-12	22	19.6%
	Diploma	29	25.9%
	Degree and above	37	33%
	<b>Total</b>	<b>112</b>	<b>100%</b>

Job-status	Self	25	22.3%
	Government employee	64	57.14%
	Student	10	8.92%
	unemployed	13	11.6%
	Total	112	100%

**Source: own survey 2021**

## **4.2. The practices and prospects of E-governance in Fitch town Land Administrations**

With the onset of the information revolution, many developing countries have looked out to ICT as a possible new tool to unravel age-old problems of poverty, bad governance, and sluggish economic process. While the developed countries can benefit greatly from the wide use of ICT, many developing countries are still grasping to form a sense of how ICT fits into their problems. The trend is true within the case of e-Governance also. In every developing country, e-governance has been talked about a lot; some government offices have even taken innovative steps towards certain e-governance projects. Since this is a new concept for state officials who are familiar with methods of work, the expansion of e-governance is met with resistance and fear, among other infrastructural problems. But the great news is that the government is taking e-governance very seriously. It has put great emphasis on identifying challenges within the success of nationwide e-governance and on initiating pilot projects in various sectors of the government (J.S.Chouhan, 2019).

In this section, the analysis is made based on the questions which were prepared to assess the practices and prospects of E-governance in the fitch town land administration sector.

### 4.2.1. Knowledge of the respondents on e-governance

**Table 4.2. Respondents view on the concepts of e-governance**

Response	Do you know the concept of e-governance in service delivery?			
	Opinion of service provider		Opinion of service receivers	
Level of agreement	Number of respondent	Percentage	Number of respondent	Percentage
Yes	18	42.9%	25	35.7
No	24	57.1%	45	64.3
Total	42	100	70	100

#### Own survey 2021

The above table 4.2 shows that among the service providers 42.9 % of the participants had knowledge of the concepts of e-governance while 57.1% have a little knowledge about it. Among the service receivers 35.7% of the respondents have idea about e-governance and 64.3% has little knowledge about e-governance. Accordingly, the majority of the respondents do not know e-governance in service delivery. This indicates that e-governance is a new concept and infant ages in the service delivery, especially in the local government.

## 4.2.2. Level of information communication technology in the sector

**Table 4.3. Employees view on the level information communication technology**

No	Item	Level of agreement	Frequency	Percent
1	Are you using information communication technology in your sector?	Yes	31	73.8
		No	11	26.2
		I don't know	0	0%
		Total	42	100%
3.	If your response above is yes, what kind of information communication technology do you use? (You could encircle more than one option	Operating on database	10	23.8%
		Using information software available in the department	5	11.9%
		Operating on website	7	16.6%
		Transferring data/files using a network connection	20	47.6%
		Total	42	100%

**Source: Own survey (2021)**

According to item one in the 4.3 table shows that 32(73.8%) of the employees replied there is ICT in the sector, 11(26.2%) of the respondents there is no ICT in the sector and none of them were replied I don't know. This indicates that the there is a provision information communication technology in the sector.

The survey result on the second item of the above table shows that 10(23.8%) of the respondents were used database management systems, 5(11.9%) were using information software in the sector and 20(47.6%) transferring data using network connection with the other sectors to perform their activities. Based on the survey result 7(16.6%) of employees (respondents) were

use operating software such as GIS. This implies that there is a low practice in developing software in the sector. The success of the E-Governance dream must be founded within the truth of creating proper data foundations and effectively integrating all the component technologies, namely GIS, databases, document, and records management, and process automation in a web environment.

Table 4.4. Service user's views on the level information communication technology

1	Do you think Fitch town land administration is using information communication technology?	Level of agreement	Frequency	Percent
		Yes	45	64.7
		No	25	35.7
		Total	70	100
2	If your response to the question above answer is yes, what are these information communication technologies they are using (you can encircle more than one choice	Operating on database	12	17.4
		Using information software available in the department	23	32.86
		Operating on website	10	14.3
		Transferring the files using the network connection	25	35.71
		Other, specify		
		Total	70	100

**Source: own survey 2021**

According to item one in the above table shows that 25(35.7%) of the customers replied there is no ICT in the sector, 45(64.7%) of the respondents there is the use of ICT in the sector and none of them were replied I don't know. This indicates that there is the use of information communication technology in the sector.

The survey result on the second item of the above table shows that 12(17.4%) of the respondents were used database management systems, 10(14.3%) operating on software, and 25(35.71%) transferring data using a network connection in the sector to perform their activities. These

indicate that most of them were used only transferring the data using network connection available in the sector.

### 4.2.3. The current status of e-governance in Fitch town land administration

Table 4.5. Respondents on the view of the current status of e-governance in the sector

	Opinion of service provider			Opinion of service receiver		
	Options	Frequency	Percentage	Frequency	Percentage	
How do you rate the current status of e-governance in the sector?	High	13	31	24	33.3	
	Low	26	61.9	35	50	
	No e-governance	3	7.1	11	15.7	
	Total	42	100	70	100	
How Fitch town land administration currently exchanging information with others?	Manual	10	23.8	33	47.14	
	More manual and less electronically	25	59.5	22	31.42	
	More Electronically	7	16.7	15	21.4	
	Total	42	100	70	100	

**Source: Own survey (2021)**

Table 4.5 above deals with items related to the current status of e-governance in Fitch town land administration.

The first item in the above table asked the participants to express their views on the current status of e-governance in the sector. It depicts that 61.9% of the service providers replied there is low

status of e-governance in the sector, 31% and 7.1 of them replied high status of e-governance and no e-governance in the sector respectively. Among the service receivers, 50% replied low there is status of e-governance in the sector. The result indicates that there is a low status of e-governance in Fitchetown land administration. From this one can conclude that there is low e-service delivery in the sector.

The second item of the above table shows that for the currently exchanging information, about 23.8% of service providers suggest that there is manual exchanging information and each of same portion of the respondents 59.2% suggested more manual and less electronically, 16.7% replied more electronically exchanging information in the sector. However, among the service receivers, 47.14% suggested manual, 31.42% suggested more manual and less electronically and the rest 21.4% respondents suggest for mere electronically exchanging information in the sector. From this it's possible to conclude that there is low in using electronic systems to exchange information in the sector. That is, they are still now for doing a lot of paperwork which if e-governance is embraced fully would have reduced. In a better case, you will see the combination of both the traditional way of doing things alongside the digital approach.

#### **4.2.4 The impact of e-governance on enhancing public service delivery**

The adoption and use of the e-government strategy can provide significant benefits for government and service users in enhancing service delivery of more effective and efficient information to all. It enables government agencies to align their efforts as needed to improve service and reduce operating costs (Ndou, 2004). The below table describes the impact of e-governance on service delivery as follows.

Table 4.6. Respondents view on the impact of e-governance in enhancing service delivery

Item	Opinions of service providers			Opinions of service receivers	
	Options	Frequency	Percentage	Frequency	Percentage
Do you think e-governance has a positive impact on enhancing the delivery of public services?	Yes	32	76.2	49	70
	No	10	23.8	21	30
	Total	42	100	70	100
According to your opinion, after the introduction of e-governance in the sector, is there any improvement in the land administration system?	Yes	35	83	51	72.86
	No	7	17	12	17.14
	I don't know	0		7	10
	Total	42	100	70	100

**Source: Own survey: 2021**

On the above table item one show that 76.2. % of service providers think that e-governance have positive impact on enhancing service delivery, the rest of them 23.8% either answered negatively to this question. However, big portion 70% among the service receivers thought that e-governance has impact on enhancing service delivery; 30% responded negatively. So this revealed that among other things that e-governance has a strong positive effect on service delivery by enhancing the service delivery. This is because the utilization of ICT in work-related activities reduces the waste of your time, delays, and mistakes on a part of workers within the discharge of their duties.

In the second item of the above table depicts that 83% of respondents among service providers there is an improvement of service delivery after the introduction of e-governance in the sector, the rest of them 17% did not think so. Besides, majority of service receivers i.e. 86% supported

the improvements of service delivery after the introduction of e-governance in the sector; 17.14% of the respondents gave negative response while the rest 10 % response I don't know. So this shows that the provision of public service through e-governance improves service delivery and more customer satisfaction.

#### 4.2.5. The strategic plan to develop e-governance in the sector

E-governance strategic plan is a plan for the development of e-Governance specifying, among other things, concrete initiatives, priorities, challenges, and enabling policies for the e-Governance agenda as a whole(Ojo & Estevez, 2007). The below tables are describe the strategic plan to develop e-governance in the sector.

Table 4.7. Employees view on the strategic plan to develop e-governance

No	Item	Alternatives	Frequency	Percent
1.	Did the Fitch town land administration prepare a strategic plan to develop E-governance?	Yes	13	30.95
		No	29	69.05
		I don't know	0	0
		Total	42	100

**Source: Own survey; 2021**

Based on what the above table displays for the question did the Fitch town land administration prepare a strategic plan to develop E-governance? The majority 29(69.05%) of the respondents said no and the rest 13(30.95%) said yes. Based on the majority of the result obtained from the responses, it is possible to conclude that there is no strategic plan in the sector to develop e-governance in service delivery. Through interviews with the top managers of the sectors of land administration in the town revealed that strategic planning efforts are useful to do because they help the organization develop a vision of how to deploy e-Governance services and a road map to follow to deliver the services but it's not a widespread practice within each sector or department. One of the issues that managers agreed on was that there is usually confusion about identifying which employees should participate in the planning process. But the reality is that E-

Governance has been developed using both a top-down and bottom-up approach often simultaneously in many government organizations (Garson 2006).

#### 4.2.6. Training system and level of infrastructure in the sector.

Table 4.8. Employee views on the level of training in ICT and infrastructure in the sector

No	Item	Alternatives	Frequency	Percent
1.	Did you take training in information communication technology while serving in this position?	Yes	11	26.2
		No	31	73.8
		Total	42	100%
2.	Do you have Internet access in your organization?	Yes	18	42.86
		No	24	57.14
		Total	42	100%

**Sources: own survey 2021**

Based on the above tables 73.8% of the respondent's shows that there were lacks of training on information communication to upgrade their knowledge and enhance the performance. Without supporting the expertise of individual end-users with training, no system can achieve its full potential. An idea raised by interviews and FDGs participants; training is an essential tool that makes employees competitive to perform their activities in an orderly manner. It also introduces employees with the new way of techniques and technologies which were important to pursue the activity. Lack of training makes the successful e-governance late for implementation at the right time and in the right sector. For the success of e-governance, training should be able to include all functionaries and it should be able to continue. Training on information communication has a direct relationship with e-governance readiness in land administration. But the sector has given little attention to training of the employees.

The 2nd question, as indicated in the above table, stating about the level of infrastructure in the sector concerned respondents answer has become 42.86 % yes and 57.14% no. This indicates that

there is no sufficient infrastructure. As it has been explained in the definition of e-governance above, it is the application of ICTs in the operations of government business. The Fitch town land administration is still lacking in basic ICT infrastructure. What you see in their daily activities is the traditional way of doing things. There is still no access to internet network in the sector offices, no regular power supply and so on. An idea raised by interviews and FDGs participants inadequate access to electricity remains one of the biggest stumbling blocks to create a comprehensive ICT infrastructure. For running any ICT based services like e-governance successfully, constant electricity supply is essential.

### **4.3. The contribution of e-governance Services delivery in the Fitch Town Land Administration**

Electronic delivery of public services by the government not only results in efficiency, better quality but above all facilitates equitable access. It also is benefiting public sectors in achieving higher productivity, efficiency, enhanced transparency, accountability, responsiveness lead to an overall improvement in the image of the government in the minds of the citizens. Raised trust levels lead to an improved relationship between government & citizens as well as government & business, one of the major objectives of e-governance (UNESCO, 2005). The below table describes the contributions of e-governance in service delivery in the selected sector.

Table 4.9; the level of agreements of the respondents on the contribution of e-governance

No	Items	Strongly Agree		Agree		Neutral		Disagree		Strongly disagree	
		f	%	f	%	f	%	f	%	f	%
1	Using e-governance save time	45	<b>40%</b>	28	<b>25%</b>	11	<b>9.82%</b>	15	<b>13.4%</b>	13	<b>11.6%</b>
2	E-services have impacted positively on service delivery	50	<b>44.6%</b>	54	<b>48.2%</b>	8	<b>7.14%</b>	0	<b>0%</b>	0	<b>0%</b>
3	The introduction of e-governance in the Fitch Town Land Administration has a positive impact on service	44	<b>39%</b>	32	<b>28.6%</b>	19	<b>16.96%</b>	8	<b>7%</b>	10	<b>8.9%</b>

4	E-governance helps to provide the customer with a reliable and correct form of operation.	45	<b>40.1</b>	60	<b>53.6</b>	0	<b>0</b>	4	3.6	3	<b>2.7</b>
5	E-governance creating equitable means of providing services to all consumers equally	40	<b>35.7</b>	56	<b>50</b>	0	<b>0</b>	12	<b>10.71</b>	4	<b>3.6</b>
6	Reduces transportation(operational) costs for service users	38	<b>33.9</b>	70	<b>62.5</b>	0	<b>0</b>	4	<b>3.6</b>	0	<b>0</b>
7	Make land administration accountable, sensitive. Speedy, efficient, and effective for service users	53	<b>47.3</b>	59	<b>52.7</b>	0	<b>0</b>	0	<b>0</b>	0	<b>0</b>
8	Simplifying land Administration Process compared to the previous Manual System	48	<b>42.9</b>	54	<b>48.2</b>	0	<b>0</b>	6	<b>5.4</b>	4	<b>3.6</b>
9	Reducing the corrupt behavior	61	<b>54.5</b>	51	<b>45.5</b>	0	<b>0</b>	7	<b>6.25</b>	5	<b>4.46</b>
10	Contributing to eliminating errors in manual procedures	52	<b>46.4</b>	60	<b>53.6</b>	0	<b>0</b>	0	<b>0</b>	0	<b>0</b>

**Source: own survey, 2021**

The 4.9 table contains ten questions regarding the contribution of e-governance in service delivery.

Item 1 of table 4.9, the respondents were requested provision of e-governance in public service delivery can save time. Based on this 45(40%) of them were strongly agree, 28(25%) agreed, 11(9.82%) of them were neutral and 15(13.4%) and 13(11.6%) of the respondents are strongly disagreed and disagree. The result shows the provision of the public service through e-governance is save time.

In the second item of table 4.9, the researcher asked the respondents E-services have impacted positively on service delivery. Accordingly, none of them strongly disagreed and disagreed, 8(7.14%) of them were neutral, 50(44.64%) strongly agree and 54(48.2%) agree. The result indicates that e-services have positive impacts on service delivery.

In the third statement of the 4.9 table, respondents were requested to express their views on the introduction of e-governance in the sector positive impact on service delivery. Accordingly, 44(39%) of them have strongly agreed, 32(28.6%) agree, and 19(16.96%) 8(7%), 10(8.9%) of them are uncertain, disagree, and strongly disagree respectively. The result indicates that the introduction of e-governance is positively impacts on the provisions of service delivery in the sector.

In the fourth item of above table, the respondents were requested to express their perception of whether E-governance helps to provide consumers with a reliable and correct form of operation. Accordingly, 45(40.1%) of them strongly agreed, 60(53.6%) agreed. This indicates that e-governance helps the service receivers with a reliable and correct operation.

The fifth item of table 4.9 , requested participants to express their views on whether E-governance creating equitable means of providing services to all consumers equally. Accordingly 40(35.7%) of them strongly agreed, 56(50%) of them agreed and 12(10.7%), 4(3.6%) of them disagree, strongly disagree respectively. None of them are uncertain or neutral. The result indicates that e-governance can create equitable in the provision of the service to the service receivers

In the sixth item of table 4.9, the researcher requested to express their perception of e-governance whether reduces time and transportation (operational) costs for service users. Accordingly, 38(33.9%) of them strongly agree, 70(62.55) of them were agree, 4(3.6%) disagreed and none of them were uncertain, and strongly disagree. From this, it can be easily understood that e-governance is safe the time and transportation costs for the service users.

In the seventh item of table4.9, the researcher requested whether e-governance makes land administration accountable, sensitive, speedy, efficient, and efficient for service users. Hence 53(47.3%) of them strongly agree, 59(52.755) were agree and none of them neutral, disagree, strongly disagree. The result shows, the provision of land service through e-governance can land administration accountable, sensitive, speedy, efficient, and effective for the service users.

The other question asked to respondents was to rate their opinion on simplifying the land administration process compared to the previous manual system. With this regard, 48(42.9%)

were strongly agreed, 54(48.2%) agreed, none of them were neutral,6(5.4%)and 4(3.6%) disagreed and strongly disagree respectively. From this one can that e-governance can simplify the process of land administrations.

In the item ninth of table 4.9; the researcher requested whether reducing corrupt behavior. Accordingly, 61(54.5%) were strongly agreed51 (45.53%) agree, none of them were neutral, disagree, and strongly disagreed respectively. This implies that e-governance can reduce corruption in general.

In the last item of the 4.9 table, respondents were requested to express their views on the e-governance contributing to eliminating errors in manual producers. Accordingly 52(46.4%) were strongly agreed and 60(53.6%) agreed, none of them were neutral, disagree and strongly disagreed. From this perspective the researcher conclude that e-governance can contribute to eliminating errors.

As World Bank stated (WB, 2012) the e-government's ultimate objective is offering an enhanced portfolio of public services efficiently and cost-effectively to citizens. The e-governance also could provide more transparency for the government because it enables the general public to be informed about what the government is functioning on and therefore the policies which are enforced. The primary benefit would be replacing and optimizing the Paper-Based System while implementing electronic government. That could save lots of time; money and also the environment in return due to reducing paper consumption. The implementation of e-government could also promote better communications between government and business sectors. In summary, more efficiency, enhanced services to better serve citizens, better accessibility of public services, more transparency, and accountability of government are the expected advantages of e-governance (WB, 2012).

### 4.3. Assessing the challenges of the E-governance in service delivery in the sector

Despite it's evident that E-governance and ICTs are powerful drivers for quality public service delivery there remain many challenges that hamper the exploration and exploitation of its opportunities. The below table describes the challenges of e-governance in service delivery in detail as follow:

Tables 4.10: The view of respondents on the challenges of e-governance

No	Items	Options/alternatives	frequency	%
1.	Is there any challenge in the implementation of electronic governance in fiche town Land administration sector	Yes	98	87.5
		No	4	3.6
		I don't know	10	8.92
		Total	112	100
	If your answer to the above question is <b>yes</b> , What are the factors that affect the implementation of electronic governance in the sector (you can encircle more than one needs)	Lack of attention from higher official's	14	12.5
		Lack of privacy or security	7	6.25
		Lack of infrastructure	29	25.9
		Lack of well-trained personal	13	11.6
		Lack of updated data	6	5.4
		Financial problem	17	15
		Culture and attitude	26	23.2
		Total	112	100

**Source: own survey pr2021**

Based on the above table 98(87.5%) of the respondents show that there were challenges in implementing e-governance in the land administration sector and 4(3.6%) of the respondents were replied there are no e-governance problems. However, 10(8.92%) of the respondents

replied I don't know. So this indicates that there is the problem of e-governance in Fiche town land administration. The general problematic issues that hamper the implementation of e-governance mentioned by the respondents on the above-mentioned points were;

**Lack of Infrastructure:** The success of e-governance initiatives faces some technical difficulties such as a lack of shared standards and compatible infrastructure among departments and agencies. ICT infrastructure is recognized to be one among the most challenges for e-governance. Internetworking is required to enable appropriate sharing of information and open up new channels for communication and delivery of new services. From the total of 112 respondents, 29(25.89%) respondents replied infrastructure is one of the challenges of e-governance in service delivery. However, the Fiche town land administration did not have such infrastructure necessary to organize e-governance throughout its sector. The absence of such infrastructure in the sector results in the weak implementation of the e-governance system in the institution. The institution needs to acquire such infrastructures for the successful implementation of the e-governance system.

**Culture and attitudes:** From the total of 112 respondents' 26(23.6%) respondent's replied culture and attitudes as one of the challenges of e-governance in public service delivery. Overcoming cultural inertia is one among the most main challenges to e-government implementation in developing countries (Ndou, 2004). Usually moving from paper-based to E-service, or any change in society is usually met by some form of resistance.

**Financial problem:** From 112 respondents 17(15%) of the participants replied lack financial is also the problem of e-governance in service delivery. Finance was seen as the core pillar of success in e-governance. The issue is not just the initial funding of equipment and software, but the ongoing maintenance of the systems and training of personnel that concerns the interviewees. Respondent believed that non-stop availability of funds may be a major challenge in implementing e-governance to succeed in the sector.

**Lack of attention from the higher officials:** Without support from the top management and innovation is less likely to be adopted. Thus, e-governance needs support from the highest level of government for successful. Top management support refers to the commitment from top management to provide a positive environment that encourages participation in e-governance applications. Therefore, it plays a significant role in the adoption and implementation of e-

government (Ndou, 2004). According to 14(12.5%) of the respondents replied there is the problem of support from the top government

**Lack of Well-Trained Personnel:** According to (Nadou, 2004) lack of skill includes a lack of computer literacy among the citizens, and government sectors themselves. A lot of training has to be done in terms of ICT training. In developing countries, people that have skills in ICT are very limited. The majority of those who have them are young citizens thus the elders will be left out in adopting e-governance. The other major problem is that even the government employees or those who are supposed to make the e-governance run smoothly do not have the skills. The availability of appropriate skills is the most important for fulfillment e-governance. E-governance requires human capacities: technological, commercial, and management. Technical skills for implementation, maintenance, designing, and installation of ICT infrastructure, as well as skills for using and managing online processes, functions, and customers, are compulsory. To address human capital development issues, knowledge management initiatives are required to focus on staff training to create and develop the basic skills for e-governance usage. According to 13(11.6%) of the respondents replied were lack of well-trained personnel in the sector was a problematic issue in e-governance in the sector. Well-trained human resources were basic for the adoption of the e-governance system. Lack of well-trained personnel in the sector forces managers to employ IT professionals from the market for upgrading and maintenance of e-governance systems which is likely to fail the system as such professionals might be expensive in the market over time. The present personnel might need different types of training which support them for implementing the system properly. In this case, a strong human resource manager is vital in employing the right personnel at the right place in the sector.

**Lack of Privacy or Security Issues:** Privacy and security are critical obstacles in the implementation of e-government. Privacy refers to the guarantee of an appropriate level of protection regarding information attributed to a private (Basu, 2004). Government should ensure citizens' rights regarding privacy, processing, and collecting personal data for legitimate purposes only (Sharma & Gupta, 2003). Concerns about website tracking, information sharing, and therefore the disclosure or mishandling of personal information are universally frequent. There is also the concern that e-governance itself will be used to monitor citizens and invade their privacy. Both technical and policy responses may be required when addressing the privacy issue in an e-governance context. According to 7(6.25%) of the respondents, privacy/security

was another of the challenges of e-governance in service delivery. E-governance without proper planning and design of privacy/security issues will fail the systems. Moreover, network and document security was an essential issue that must be considered in the e-governance system and the sector work on security which is better than the current security system in the sector because security is by no means complete rather it is comparative.

Lack Up-date and Clear Data: From the survey result 6(5.4%) of the respondents replied that they did not have clear, accurate, and up-date land information for their operation. Land information is crucial for the social and economic development of a city. The government by its nature is an information-demanding organization. Lack of clear data might lead to inappropriate decision making and policy formation that directly affect in general. This was also hindering the success e-governance in the sector.

Finally, an idea raised by interviews and FDGs participants as E-governance is not simply a matter of giving government officials computers or automating old practices. Neither the utilization of computers nor the automation of complex procedures can bring about greater effectiveness in government or promote civic participation. Focusing solely on technological solutions will not change the mentality of bureaucrats who view the citizen as neither a customer of government nor a participant in decision-making. Understood correctly, e-governance utilizes technology to accomplish reform by fostering transparency, eliminating distance and other divides, and empowering people to participate in the political processes that affect their lives. The other the issue of technology is dynamic by its nature. It forces every functionary to adopt the recently invented technology else the current systems by themselves pull back and make the department's operation very weak and unable to create standard service delivery to the expected customers. The other is the problem of the ability to use the native language in the system of e-governance. Lack of access to use native language in ICT was a huge challenge for the successful implementation of e-governance in the institution. This was also reflected in the town land administration sector. The use of information would have to be made accessible in the language most comfortable and unproblematic to use for all functionaries and users.

#### 4.5. The solution forwarded by the respondents on the challenges of e - governance in fiche town land administration

Table 4.11. Respondents view on the possible remedies for the challenges of e-governance

No	Item	Option/alternatives	Frequency	percent
1.	What is solution do you forward to overcome the challenges in implementing e-governance in the sector?	Supporting employees in training	21	18.75
		Expansion of infrastructure	41	36.6
		Creating attitudes and awareness	18	16.9
		Calls for the involvement of stakeholder in developing e-	10	8.9
		Commitment to government	22	19.64
		Total	112	100

**Source: own survey 2021**

Solutions put forward by the Fiche town land administration by employees and service users as well as different expert of the users of land service to overcome the challenges that hamper e-governance in service delivery included;

**Expansion of infrastructure:** Another solution shown by the participants was the development of infrastructure. Based on the survey result 41(36.6%) of the respondents were suggested that the development of infrastructure was a basic component for the implementation of e-governance in an institution. Countries with thriving economies are by and large associated with increased access to the infrastructure of ICTs compared to those whose economies are doing badly (Nua, 2002). Lack of infrastructure is the chronic barrier to adopting E-governance platform services from the demand side is the problem of social exclusion caused by the problem of unequal access to users. Therefore, not only adequate but appropriate technological infrastructures are essential for the adoption of the system since the infrastructure is a prerequisite for the successful implementation of e-governance in the land administration sector. Best Practices recommended by the participants for the problems for infrastructure in the provision of public service delivery through e-governance are: Develop projects that are compatible with the nation's telecom

infrastructure, Introduce telecom competition, and lift regulations on wireless and other digital technologies to accelerate their deployment, Build on the microenterprise model to bring connectivity to underserved areas and ensure sustainability, Consider the government's current use of technology and learn from past successes and failures and Establish an action framework at the beginning of the process to allow for a rational and coordinated investment effort down the road.

**Commitment to government:** One of the solutions forwarded by the employees and different experts for the successful implementation of e-governance was government commitment. This was highly essential for the e-governance and without such commitment; it was difficult for the success of e-governance. Based on the survey result 22(19.64%) of the respondents were shows that government commitment was essential for the success of e-governance in the selected sector. When government commitment was considered many things should be imagined to analyze the situation. It is difficult to start these types of systems from the beginning in the sector rather it requires at least some preconditions to fulfill for the success of e-governance. Some of the pre-conditions include policy formulation at the national or sectoral level, provision of finance for the system, giving continuous attention for infrastructures, development of human resources, monitoring and evaluation of policy implementation, etc. should be able to undertake by the government. The government should able to show initiatives on these issues in the institution for the successful implementation of the system.

**Supporting employees in training:** Supporting employees in training: The results in the table above show 21(18.7%) of the participant replied that supporting employees in training is the possible remedy for the challenges of e-governance in service delivery. Most employees will have some weaknesses in their workplace skills. A training program may allow the strengthening of those skills that each employee needs to improve. Providing the required training creates an overall knowledgeable staff with employees who can take over for each other as required, work on teams or work independently without constant help and supervision from others.

**Creating Culture and awareness of e-governance:** Create awareness about e-governance among participants and at the top-level managers was very important to implement the system fully in an organization. Based on the participant results 18(19.64%) of the respondents were

shows that creating culture and awareness was vital for better adoption of e-governance in an institution. However, such activities were not done well in the selected sector for the success e-governance. Creating awareness facilitates the success of e-governance in service delivery since awareness introduces the potential benefit of e-governance in the sectors among the participant, managers, and lower-level employees.

**Calls for the involvement of stakeholders in developing e-governance:** One of the solutions that were suggested by participants for the success of e-governance in the sector was calls for the involvements of stakeholders in the process of e-governance system. Stakeholders' involvements were essential for the successful implementation of e-governance in the land administration sector. Based on the survey result 10(8.9%) of the respondents were show that calls for the involvement of stakeholders were important for the successful implementation of e-governance in the land administration sector. The land administration sector should be able to involve these entities/stakeholders (government, non-governmental organizations, and private sectors) for the success of e-governance in public service delivery which was infant stages the sectors. Therefore, stakeholders should be able to participate in the process of e-governance implementation in the institution. The question of where government controls end and the private sector takes over in e-governance an effort is a difficult one to answer. The best thanks to proceeding in joint or cooperative projects must be considered carefully, with public and personal interests working together as partners, and not necessarily for political or economic gain. New partnerships and alliances can have unforeseen consequences, so it's important to be ready to review new relationships frequently to make sure that both parties are pleased with the arrangement.

Finally, an idea raised by interviews and FDGs participants as the best solution for the challenges of e-governance in service delivery was despite the Internet's democratizing potential, it has been recognized from the outset of the digital revolution that there's a really real danger that the planet is going to be divided into the knowledge-rich and therefore the information poor. E-governance has the potential of either equalizing access to government and its services or increasing the barriers to participation. Governments must make sure that those who are already educated or have Internet access are not the only ones who benefit from e-governance. Such a disparity would only increase the problems of social and economic injustice, which e-governance

is meant to address so for this reason an idea raised by interviews and FDGs participants that they are recommending the government must: Develop applications that use speech or pictures in addition to, or instead of, written text. Include an academic component in e-government projects, Provide aides at access points who can train citizens in basic computer skills, Create programs that include traditional media, like radio programs or newspaper columns, where citizens can learn about e-government, Evaluate the performance of system managers in adhering to sound security practices, and Post online rules, regulations and requirements for government services to minimize subjective actions by officials, etc.

#### **4.6. Stakeholder participation in the development and implementation of e-governance in the service delivery**

The Stakeholders in e-governance are the government, Investors, Employees, and nongovernmental organizations for its successful implementation in an organization. Without the collaboration of these stakeholders, its success falls under question. When an institution thinks to implement a successful e-governance system in the organization it should be able to imagine the stakeholders for a well-developed system of governance. This shows that e-governance is not only the affairs of a government but it involves other parties other than the government for its successful implementation by minimizing the challenges that hamper the adoption of it. The table below is show the level of stakeholder participation in e-governance in details.

**Table 4.12 employee’s views on the level of participation of stakeholders in e-governance development and implementation in the sectors**

No	Item	Alternatives	Frequency	Percent
1.	How do you level the participation of stakeholders in the creation and implementation of electronic governance processes in your organization?	Low	31	73.8
		High	10	16.7
		No stakeholder involvement	0	0
		Total	42	100%

**Source: Own survey (2021)** Based on the above table 31(73.8%) respondents' response there is a low level of stakeholders involved in the creation and implementation of e-governance in the

fiche town land administration. E-governance system required a large number of financial resources for its successful implementation. Sometimes it is not possible only by the capacity of the sector to invest a large amount of finance in case of such activities. This might need identifying stakeholders to engage in implementing e-governance in public service delivery. The implementation of technologies without developing human skills and capacities to manage, integrate, and continuing the system is somewhat difficult to achieve the desired result or outcome. A major challenge comes from the fact that there is a considerable lack of requisite human capital and skilled personnel. The key to the sustainability of the land administration system through e-governance is human resource development, and mainly education and training both by government and private sectors.

## **CHAPTER FIVE**

### **5. SUMMARY, CONCLUSION, AND RECOMMENDATION**

In the earlier chapter, the gathered data were discussed based on respondent's perceptions by using the technique of questionnaires, interviews and focus group decisions. Therefore in this chapter, the major findings of the study are summarized based on the analyzed and interpreted data. Then the findings are concluded. Finally, recommendations are forwarded.

#### **5.1. Summary of the major findings**

The main objective of the study was aimed to assess the prospects and challenges of e-governance in public service delivery in the case of Fitchetown land administration

- Understand the meaning is one of the important issues before the utilization of e-governance in any organizations. Regarding the concept of e-governance, the study show that the majority of the respondents do not know e-governance in service delivery. The study identified that out of 112 participants only 45(40.2%) of the respondents know the concept of e-governance.
- According to this study, there is no strategic plan in the sector to develop e-governance in service delivery. Through interviews with the top manager of the sector of land administration in the town revealed that strategic planning efforts are useful to do because they help the organization develop a vision of how to deploy e-governance services and a road map to follow to deliver the services but it's not a widespread practice in the sector. One of the issues that manager agreed on was that there is usually confusion about identifying which employees should participate in the planning process.
- Training and infrastructure are the most important for the success of e-governance, but the study revealed that there were low level of training on information communication to upgrade their knowledge and low level of the basic ICT infrastructure like the internet and electricity.

- The finding also show that the challenges of e-governance in service delivery. The study revealed there was poor infrastructure and finances, low level of government commitment, lack privacy and security, lack of update data and etc., are the challenges of e-governance in the selected sector. The other issue is the problem of the ability to use the native language in the system of e-governance. Lack of access to use native language in ICT was a huge challenge for the success implementation of e-governance in the sector. Now current situation in the sector is maximum ICT feature or computer program are introducing in English language that is not in native language. So it is difficult to get acceptance from mass level of population.
- When any sectors thinks to a success e-governance system in the organization it should be able to imagine the stakeholders for a well-developed system of governance. In this case 31(78.2%) respondent in the study said that the stakeholder involvement in the sector is poor.

## **5.2. Conclusion**

Based on the data analysis and interpretations of the study have finally come up with the following conclusion. The study was conducted to assess the prospects and challenges of e-governance in service delivery a case of Fitcha town land administration of north shoa zone Oromia regional state. The study was mainly focused on the prospects and challenges of e-governance in public service deliver. To achieve this objective, the researcher used both secondary and primary data through questionnaires, interviews, and focus group decisions. The study methodology was descriptive research method with both qualitative and quantitative descriptions. The followings are brief conclusion of the findings of this study with regard to the main research question. Respondents have low knowledge of the concept of e-governance in service delivery; the researcher can be concluded e-governance is a new concept and infant ages in the service delivery, especially in the selected sector. The majority of the information was exchanging manually or paper-based system. Form this in the sector people has a long standing history with paper-based system.

Even if e-governance is the infant age in the sector it gives many contributions to both the service users and service delivers of the sectors like safe time, reduce bribery, increase

transparency and accountability in the sector. Infrastructure like access to the internet was the major significant challenging issue in implementing the successful e-governance system in the sector. The levels of infrastructure like hardware, software, internet connection (broadband), network connection, etc. was poor in sector. These had the potentials to hamper the success of the e-governance system in the sector.

Most of the employees used transferring the data using the connection in the sector. But those who were using other types of the system were very small and this became the obstacle for the successful adoption of e-governance.

Lack of training was also one of the main obstacles to success e-governance in the land administration sector. Training did not get attention from the sector for better adoption of the system. Local/native language in information technology was one of the tools in implementing a successful e-governance system in the sector because native language can encompass the majority of the users (functionaries, managers, or end-users). However, the use of local language was in the infant stage and the process was not well developed. This also became one of the challenges of e-governance system in the sector.

There were many solutions foreword to overcome challenges of e-governance in the selected sector. The land administration sector needed solutions like high government commitment, training facilities based on the sector needs, involvement of stakeholders, creating awareness and expansion of infrastructures for the successful adoption of e-governance in the sector. Stakeholder's involvement was critical in implementing the e-governance system.

### **5.3. Recommendations**

E-governance is a new concept and infant ages in the public service delivery, especially in the local government. So Clarity in terminology is important not just to academics. It is also important for politicians and others engaged within the development of public policy on the utilization of ICT in government. If the term e-governance is to be useful, it is important to both employees and customers of the sector even for every organization. In that case government should give more attention add some criteria about e-governance study from school level. For the

people who have no opportunity to study in the school, government can arrange some training program so that they can learn and become beneficial.

Proper strategic planning is an important aspect for a successful e-governance system. In the planning phase every user's aspect should be followed. Without a proper plan, e-governance systems can't reach its target goal. The study has seen that because of inappropriate planning in the sector e-governance are not receiving their users' acceptance. It is important to take an involvement-oriented approach to developing an e-governance strategy. This creates efficiency to finish a routine decision and tasks, it hinders the effectiveness of organizations to problem-solve, share knowledge, and otherwise be innovative. It is imperative to involve employees in all aspects of e-governance systems development.

Training in ICT and the provision of infrastructure is the most important for the success of e-governance. A well-trained and motivated workforce is critical to e-governance success. Without proper ICT infrastructure it's impossible for the e-governance. First of all it is necessary to have a proper ICT infrastructure to implement e-governance. From the provision of infrastructure like electricity and internet are low in the selected sector. However electricity and internet is the main component that will bring the vision of e-governance to the users. Government should give their attention to reach the electricity in a satisfactory level so that people can use the e-governance facility without hamper.

Enhance Stakeholders Co-ordinations and Effort Synergy: Without stakeholder involvement, e-governance will not come into expected e-governance. The question of where government controls end and the private sector takes over in e-governance an effort is a difficult one to answer. The best way to proceed in joint or cooperative projects must be considered carefully, with public and personal interests working together as partners, and not necessarily for political or economic gain. New partnerships and alliances can have unforeseen consequences, so it's important to be ready to review new relationships frequently to make sure that both parties are pleased with the arrangement.

- Review and reassess laws and policies that impede public/private cooperation.

- Ensure that agreements with contractors and partners are equitable and might be reviewed and revised over time.
- Seek assistance and involvement from organizations that already have experience in providing services and information using the same.

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**APPENDIX**  
**ADDIS ABABA UNIVERSITY**  
**COLLEGE OF BUSINESS AND ECONOMICS**  
**DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT**  
**MANAGEMENT**

**Appendix I: Questionnaires only for the Employees of Fitch Town Land  
Administration sectors.**

**Questionnaires for respondents**

**Dear respondents,** this questionnaire is prepared by Tesfu Eba as an instrument to conduct academic research which is entitled **on the prospects and challenges of E-governance in Public Service Delivery: the case of Fitch town land administration sector** for the fulfillment of **MA Degree in Public Management and Policy (MPMP) from Addis Ababa University.**

The main objective of the study is to investigate and explore the prospects and challenges of E-Governance in public service delivery special attention in land administration service in Fitch town, Oromia National regional state.

The information you will provide is very important for the successful accomplishment of this study. Furthermore, the information you give will be used for only academic research.

Therefore, you are kindly requested to read all the questions and fill them honestly without any hesitation.

**Thank you in advance for your cooperation!!!**

**Tesfu Eba**

**Cell phone; 0934487650**

Email: [tesfue5050@gmail.com](mailto:tesfue5050@gmail.com)

**Instruction:**

- Do not write your name
- Read the question carefully before providing your response
- Please circle your appropriate response and kindly write your opinion briefly for the short answer questions on the space provided.

**SECTION I; Demographic Characteristics of the Respondents**

1. **Sex:**

- a. Male
- b. Female

2. **Age:**

- a. 18-25
- b. 26-39
- c. over 40

3. **Educational status:**

- a. Illiterate
- b. Primary education (1-8)
- c. Secondary education (9-12)
- d. Diploma
- e. Degree and above

4. **Job Status:**

- a. Self-Employee
- b. Government Employee
- c. Student
- d. Unemployed

**Section II: Please indicate the level of your agreement regarding the prospects and opportunities of e-governance in Fitch Town Land administration by marking (X) on the most appropriate answer.**

	Answer	Code
1. Do you know the idea of e-governance in public service delivery?	a. yes b. no	
2. If you say yes, how do you understand that?		
3. Are you using information communication technology in your sector?	a. Yes b. No	
4. If your response above is yes, what kind of information communication technology do you use? (You could encircle more than one option)	a. Operating on database b. Using information software available in the department c. Operating on website d. Transferring data/files using a network connection e. Other, specify	
5. How do you rate the current status of e-governance in your sector?	a. High b. Low c. No e-governance	
6. How you are exchanging information with the other in the sector?	a. Manually b. Electronically c. More manually and less electronically d. More Electronically	
7. Do you think e-governance has a positive impact on enhancing the delivery of public services?	a. yes b. No	
8. If you say yes, how?		

<p>9. According to your opinion, after the introduction of e-governance in your sector, is there any improvement in the land administration system?</p>	<p>a. Yes b. No c. I don't know</p>	
<p>10. If your response for question no. 9 is yes, what are the advantages of the e-governance applications? (You can encircle more than one option)</p>	<p>a. Easy of works b. Easy exchange of information c. Having clear and accurate data on land d. better working system and land administration mechanisms e. Save time and cost f. Minimize loss of files g. No loss of data/files h. Others specify</p>	
<p>11. Had Fitch town land administration prepared a strategic plan to develop E-governance?</p>	<p>a. Yes b. No c. I don't know</p>	
<p>12. If your answer is yes for the above question, please mention/state the sites where you give main emphasis</p>		
<p>13. Have you ever taken trainings related to information communication technology while serving in this position?</p>	<p>a. Yes b. No c. I don't know</p>	
<p>14. Do you have an Internet access in your organization?</p>	<p>a. Yes b. No</p>	
<p>15. If you are accessed, for what purposes do you utilize it? Please can you mention them</p>		

**SECTION III:** Please indicate the extent to which you agree or disagree with the following statements on the Prospects and Opportunities of E-Governance Services delivery in the Fitch Town Land Administration. Use the scale as a reference below.

- (a) Strongly Agree (5)
- (b) Agree (4)
- (c) Neutral (3)
- (d) Disagree (2)
- (e) Strongly disagree (1)

	5	4	3	2	1
16. Using e-governance save time					
17. E-services have a positive impact on the service delivery					
18. The introduction of e-governance in the Fitch Town Land Administration has had a positive impact on service delivery.					
19. E-governance helps to provide consumers with a reliable and correct form of operation.					
20. E-governance creates equitable means of providing services to all consumers					
21. Reduces time and transportation(operational) costs for service users					
22. Make land administration accountable, sensitive, Speedy, efficient and efficient for service users					
23. Simplifying land Administration Process compared to the previous Manual System.					
24. Reducing the Bribery Opportunities					
25. Promote increased accessibility					
26. Contributing to eliminating errors in manual procedures.					

If your response to the above questions is "Strongly agree" and "Agree," what are the additional opportunities not mentioned in the above table for the town land administration? Please state that,.....

.....

.....

.....

**SECTION IV: Please indicate the level of your agreement regarding the challenges of e-governance in Fitch Town Land administration by marking (X) on the most appropriate answer.**

<p>27. Is there any challenge in the implementation of electronic governance in your sector?</p>	<p>a. Yes b. No c. I don't know</p>	
<p>28. If your answer to the above question is yes, What are the challenges that affect the implementation of electronic governance in your sectors (you can encircle more than one needs)</p>	<p>a. Lack of attention from higher official b. Lack of privacy or security c. Lack of infrastructure d. Lack of well-trained personal e. Lack of update data f. Financial problem g. Culture and attitude h. <b>If any other please specify it.....</b></p>	
<p>29. What is solution do you forward to overcome the challenges in implementing e-governance in the sectors?</p>	<p>a. Supporting employees in training b. Expansion of infrastructure c. Having professional in the sector d. Calls for the involvement of stakeholders in developing e-governance</p>	
<p>30. How do you rate the participation of stakeholders in the creation and implementation of electronic governance</p>	<p>a. Low b. Medium c. High</p>	

**SECTION V: INTERVIEW: Interview related question on the prospect and challenges of e-governance in public service delivery in the case of land administration in Fitch town for respondents**

1. What are the advantages your sector has achieved from implementing e-governance in the provision of services?
2. In your view, what are the main factors driving e-governance in the delivery of land administration services?
3. Are there any improvements following the introduction of e-governance in the delivery of land administration services to Fitch Town?
4. What are the factors that limit the effectiveness of e-governance implementation and use in the Fitch Town Land Administration?
5. Do you see any social, economic and legal obstacles to the implementation of e-governance in your sector?
6. What do you think communities and other stakeholders should do to address the challenges of e-governance in the delivery of public services?
7. What are the potential steps taken by officials to address the challenges of e-government in the land administration of the town of Fitch?

**THANK YOU IN ADVANCE**

**ADDIS ABABA UNIVERSITY  
COLLEGE OF BUSINESS AND ECONOMICS**

**DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT  
MANAGEMENT**

**APPENDIX II: QUESTIONNAIRES ONLY FOR THE CUSTOMERS OF LAND  
ADMINISTRATION IN FICHE TOWN.**

**Questionnaires for respondents**

**Dear respondents,** this questionnaire is prepared by Tesfu Eba as an instrument to conduct academic research which is entitled **"on the prospects and challenges of E-governance in Public Service Delivery: the case of Fitcha town land administration sector"** for the fulfillment of **MA Degree in Public Management and Policy (MPMP) from Addis Ababa University.**

The main objective of the study is to investigate and explore the prospect and challenges of E-Governance in public service delivery special attention in land administration service in Fitcha town- Oromia National regional state.

The information you will provide is very important for the successful accomplishment of this study. Furthermore, the information you give will be used for only academic research.

Therefore, you are kindly requested to read all the questions and fill them honestly without any hesitation.

**Thank you in advance for your cooperation!!!**

**Tesfu Eba**

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**Instruction:**

- Do not write your name
- Read the question carefully before providing your response
- Please circle your appropriate response and kindly write your opinion briefly for the short answer questions on the space provided.

**SECTION I; Demographic Characteristics of the Respondents**

1. **Sex:** a. Male b. Female
2. **Age:** a. 18-25      b. 26-39      c. over 40
3. **Educational status:**
  - a. No formal education
  - b. Primary education (1-8)
  - c. Secondary education (9-12)
  - d. Diploma
  - e. Degree and above
4. **Job Status:**
  - a. Self-Employee
  - b. Government Employee
  - c. Student
  - d. Unemployed

**Section II: Please indicate the level of your agreement regarding the prospect and opportunities of e-governance in Fitch Town Land administration by marking (X) on the most appropriate answer**

Item	Answer	Code
1. Do you know the concept of e-governance in public service delivery	a. yes b. no c. I don't know	
2. If you say yes how do you understand? Please define it		
3. Do you think Fitch town land administration can use information communication technology?	a. Yes b. No	
4. If your answer above is yes, what are these information communication technology they are using (you can encircle more than one choice)	a. Operating on database b. Using information software available in the department c. Operating on website d. Transferring data/files using a	
5. How do you rate the current e-governance status in the land administration sector?	a. High b. Low c. No e-governance	
6. What do you think that e-governance is having a positive effect in improving public service delivery?	a. yes b. No c. I don't know	
7. If you say yes how?		

<p>8. According to your opinion, is there any change in the land administration system after the implementation of e-governance in land administration?</p>	<ul style="list-style-type: none"> <li>a. Yes</li> <li>b. No</li> <li>c. I don't know</li> </ul>	
<p>9. If your answer above is yes, what are the benefits you obtained after the application of e-governance? (you can encircle more than one choice)</p>	<ul style="list-style-type: none"> <li>a. Easy of works</li> <li>b. Easy exchange of information</li> <li>c. Having clear and accurate data on land</li> <li>d. better working system and land administration mechanisms</li> <li>e. Save time and cost</li> <li>f. Minimize loss of files</li> <li>g. No loss of data/files</li> <li>h. Others specify</li> </ul>	
<p>10. How Fitch town land administrations sector currently provide the service?</p>	<ul style="list-style-type: none"> <li>a. Manual</li> <li>b. Electronically</li> <li>c. More manual and less electronically</li> <li>d. More Electronically</li> </ul>	

**SECTION III: Now please indicate the degree to which you agree or disagree with the following statements regarding E-governance services delivery in Fitch Town land administration. Use the scale below as a guide.**

**(a) Strongly Agree (5) b. Agree (4) c. Neutral (3) d. Disagree (2) e. Strongly disagree (1)**

Item	5	4	3	2	1
11. Using e-governance save time					
12. E-services have impacted positively on service delivery					
13. The introduction of e-governance in the Fitch town land administration has positively affected service delivery					
14. Helps to provide the consistent and right type of services to the customers					
15. Creating equal ways to deliver services to all customers equally					
16. Reduces time and transportation(operational) costs for service users					
17. Makes land Administration being Accountable, Responsive Speedy, Efficient, and Effective for service users					
18. Simplifying land Administration Process compared with the previous Manual System					
19. Reducing the Opportunities for Bribery					
20. Promote greater accessibility					
21. Contributing to elimination of mistakes from manual procedures					

If your answer to the questions above is “Strongly agree” and “Agree”, what are the additional opportunities that are not listed in the table above for the town land administration? Please specify,.....  
 .....  
 .....

**SECTION IV: Please indicate the level of your agreement regarding the challenges of e-governance in Fitch Town Land administration by marking (X) on the most appropriate answer.**

<p>22. Is there any challenge in implementing electronic governance?</p>	<p>a. Yes b. No c. I don't know</p>	
<p>23. If your answer to the above question is yes, What are the factors that affect the implementation of electronic governance in land administration (you can encircle more than one needs)</p>	<p>i. Lack of attention from higher official j. Lack of privacy or security k. Lack of infrastructure l. Lack of well-trained personal m. Lack of update data n. Financial problem o. Culture and attitude <b>p. If any other please specify it</b> .....</p>	
<p>24. What is solution do you forward in order to overcome the challenges of e-governance in the fitch town land administration?</p>	<p>a. Supporting employees in training b. Expansion of infrastructure c. Creating attitudes and awareness d. Calls for involvement of stakeholder in developing e-governance</p>	

## **SECTION V: INTERVIEW**

### **Interview question related to the prospect and challenges of e-governance in public service delivery in the case of land administration in Fitchetown for respondents**

1. In your opinion what are the key factors that push to implement e-governance in land administration sector?
2. Are there any changes after the introduction of e-governance in the Fitchetown land administration service delivery?
3. Do you see any social, economic, and legal are challenges e-governance in the sector?
4. What do you think communities and other stakeholders could do to solve the challenges of e-governance in public service delivery?
5. What are the possible measures by the functionaries for the challenges of e-governance in land administration of the Fitchetown?

## **SECTION VI: Questions for Focus Group Discussions (FGDs)**

1. Do you have any knowledge about e-governance?
2. How do you express the current situation of e-governance in Fitchetown land administration organization?
3. What are the benefits you gained from the introduction of e-governance in the provision of service delivery?
4. What are the factors that limit the successful and utilization of e-governance in Fitchetown land administration?
5. What are the solutions you forwarded for the challenges of e-governance in general and Fitchetown land administration in particular?
6. Please, suggest any other things about e-governance in relation to challenges and solutions?

**THANK YOU IN ADVANCE**