

**INFLUENCE OF E-GOVERNANCE ON PUBLIC SERVICES DELIVERY IN  
GASABO DISTRICT IN KIGALI, RWANDA**

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**DECLARATION & APPROVAL**

I declare that the content of this work is my work, and it has never been presented or submitted anywhere else for any other similar award at any other University or Institution of higher learning.

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## **DEDICATION**

I would like to dedicate this research to my Mother, my Sisters (Mado, Germaine, Diane, and Irene), and my brother Germain for their prayers, financial support, and encouragement.



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## **Abstract**

The purpose of this research was to examine the influence of e-governance on public service delivery in Gasabo District. The objectives of the study were to examine the influence of e-governance on the provision of public services in Gasabo District, the influence of e-governance on the coordination of public services, the influence of e-governance on the control of public services delivery and identify measures to enhance e-governance for improved public service delivery in Gasabo District. The study utilized Mark Moore's Public Value Theory and employed both qualitative and quantitative research methods. A correlational research design was adopted to understand the relationships between variables. The target population for the study is 19,630 based on the 2022 census. A sample size of 389 respondents was selected using stratified random sampling, and 15 key informants were selected using purposive sampling. To ensure the validity and reliability of the data, the study employed techniques such as pilot testing of instruments, triangulation, and reliability analysis. Data was analyzed using descriptive statistics and presented in tables, charts, and graphs. The results show e-governance has positively influenced public service delivery in terms of speed, accessibility, and transparency. (54.4%) of respondents rated service speed as fast or very fast, while 82.2% of respondents rated service availability. The efficiency of coordination, 60.5% of users find these platforms user-friendly. The findings highlight that digital platforms foster better oversight and accountability. Despite the successes of e-governance, some challenges remain, including slower service speeds for a portion of users and limited access for certain groups. Addressing these issues requires optimizing platform performance, improving digital literacy, and increasing government efforts to expand reliable internet access. This study recommends that the government should simplify digital platforms for user-friendliness, while future research should assess its long-term impact across diverse regions and socio-economic contexts in Rwanda.

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## **LIST OF ABBREVIATIONS**

ECA: Export Credit Agency.

EASTECO: East African Science and Technology Commission.

EAC: East African Community.

FMS: Financial Management System.

GOR: Government of Rwanda.

G2X: Government-to-Any.

G2G: Government to Government.

G2E: Government to Employees.

G2C: Government-to-citizen.

G2B: Government to Business.

HRMS: Human Resource Management System.

ITU: International Technology Union.

ISD: Integrated Service Delivery.

IGC: International Growth Center.

IEE: Internal Efficiency and Effectiveness.

IDS: Institute of Development Studies.

ICT: Information and Communication Technology.

MEIS: Monitoring, Evaluation of Information System.

MIN ICT: Ministry of ICT and Innovation

NICI: National Information Communication Infrastructures.

OMB: Office of Management and Budget.

RURA: Rwanda Utilities Regulatory Agency.

STI: Science, Technology, and Innovation.

SDG: Sustainable Development Goals.

USA: United States of America.

UNPA: United Nations of Public Administration.

UNDP: United Nations Development Program.

UNCTAD: United Nations Conference on Trade and Development.

UN: United Nations

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

The emergence of the digital age has fundamentally altered how governments function and engage with their constituents. The late 20th century saw the emergence of e-governance in response to the growing need for more effective, open, and accountable government operations (Heeks, 2006). E-governance projects originally concentrated on digitizing routine administrative tasks and offering online information access (Basu, 2004). These initiatives eventually developed into more all-encompassing plans that included various services, such as voter registration, tax preparation, healthcare, and social welfare initiatives (Heeks, 2006). However, these projects expanded to encompass more comprehensive services, such as voter registration, tax filing, healthcare, and social welfare (Heeks, 2006).

Despite these advancements, adopting and implementing e-governance vary widely, often with contrasting outcomes across regions. There have been notable differences in the acceptance and execution of e-governance globally. According to Bhatnagar (2009), e-governance projects led to a 30% reduction in processing times for routine administrative tasks and a 25% increase in public access to information, resulting in a 20% increase in citizen satisfaction and a 15% rise in trust in government institutions. Heeks, R. (2006) discusses the potential of e-governance to improve public service delivery, particularly in developing countries, by increasing efficiency, transparency, and citizen participation. However, these benefits have not been uniformly realized, particularly in rural areas where e-governance initiatives often face challenges.

In contrast, e-governance implementation presents several problems for underdeveloped countries. Dzhusupova et al. (2011) emphasize that e-government has the potential to enhance the efficiency and transparency of public services, reduce bureaucratic delays, and minimize opportunities for corruption. E-government influences citizen Engagement and Participation. According to Dzhusupova et al. (2011), the digital gap is one of the greatest challenges due to limited access to the required technology or internet connectivity. Inadequate ICT infrastructure, capacity building, funding and sustainability, and private and security challenges were mentioned in the Dzhusupova et al., (2011) study. Alshehri and Drew (2010) highlight that e-government initiatives can significantly enhance the efficiency and transparency of public service delivery in developing countries. In underdeveloped regions, e-governance is hindered by limited technological infrastructure, low ICT literacy, and insufficient funding, which exacerbate the digital

divide and limit accessibility (Dzhusupova et al., 2011). The digital divide is a significant barrier, often making access to e-governance services unequal, especially in rural areas where internet connectivity is limited. Dzhusupova et al. (2011) found that inadequate ICT infrastructure, insufficient funding, and issues of privacy and security further restrict the effectiveness of e-governance. Alshehri and Drew (2010) highlight these challenges as particularly pronounced in developing countries, where technological gaps, a lack of skilled personnel, and socio-cultural resistance to digital platforms all contribute to limited adoption. Such constraints have tangible impacts on service accessibility, making public services harder to reach for rural and underserved populations. Socio-cultural factors, including resistance to change and low levels of ICT literacy among the population, can pose significant challenges to the adoption of e-government services (Nkohkwo and Islam 2013). Though there is also a progressing and promising adoption of e-government in developing countries (Ndou, 2004, Nkohkwo and Islam, 2013), research on e-government in developing countries has indeed identified some relevant issues that seem pervasive in several different contexts. Many places have had setbacks due to factors like low funding, political instability, digital literacy, and limited technological infrastructure. On the other hand, a few developing countries have made noteworthy progress in e-governance, indicating that ICT can fill gaps in service delivery. Alshehri and Drew (2010) also grouped e-government challenges into four overarching categories: technical (e.g., ICT infrastructure, security); organizational (e.g., top management support, resistance to change, lack of qualified personnel and training); social barriers (e.g., digital divide, culture); and financial barriers. The eCitizen platform in Kenya and the Aadhaar system in India, for example, demonstrate how digital initiatives may greatly increase access to public services even in contexts with few resources.

The shift to e-governance doesn't come without difficulties, notwithstanding the advancements. Strong laws and frameworks are essential to protect individuals' rights and guarantee fair access to services, as concerns about data privacy, cybersecurity, and the digital divide highlight (Bannister & Connolly, 2014).

E-governance, which aims to increase efficiency, openness, and accessibility, has had a major impact on Rwanda's public service delivery system. Ndahiro, Kettani, and Mizero (2015) demonstrate how e-governance initiatives have accelerated government procedures, cutting down on bureaucracy and increasing service delivery speed. According to Mutabazi (2017), digital platforms can reduce corruption by increasing the

transparency and traceability of government transactions. E-governance is expected to offer active Participation and connections between Government Government (G2G), Government to Business (G2B) interaction between the government and businesses, including regulatory compliance, procurement, and licensing, Government-to-employees (G2E) and Government to Nonprofit (G2N) engagements between the government and nonprofit organizations for collaboration and service deliver (Heek, 2006).

This study explores the complex relationship between e-governance and public service delivery, best practices, and potential fixes. Through an examination of the worldwide e-governance scene, this research seeks to offer significant perspectives and suggestions for improving public administration's efficacy, inclusivity, and efficiency in the digital era.

## **1.2 Problem Statement**

E-governance has become an essential element of contemporary governance, with research demonstrating its beneficial effects on public service provision, delivery, and quality around the globe (Heeks, 2006; United Nations, 2020). Internationally, e-governance has been found to optimize government operations, improve transparency, and encourage citizen engagement, all of which contribute to enhanced democratic practices and greater trust in governance systems (Bannister & Connolly, 2012). It is very clear from the literature reviewed that e-governance improves service delivery and optimizes government operations around the world. It is also found to foster greater citizen engagement and participation in governance, thereby strengthening democratic processes. It is important to note that all governments in the World, including the Rwandan government, work very hard to ensure efficiency and effectiveness in providing public services. The Rwandan constitution emphasizes the significance of providing services effectively and transparently. The Rwandan Constitution's Article 50 declares that "the Government ensure effective and efficient delivery of public services to its citizens."

Notwithstanding these international and national frameworks, little is known about the real-world influences of e-governance on Rwanda's public service delivery system. Research is required to determine how e-governance influences the accessibility, efficiency, and caliber of services offered to the public, especially in rural areas. By investigating the influence of e-governance on public service delivery in Rwanda, this study aims to fill this gap. Understanding these dynamics help in the enhancement of e-governance strategies, guaranteeing their alignment with national goals and international benchmarks for the efficient provision of public services.

### **1.3 Purpose of the Study**

The purpose of the study is to examine the influence of E-governance on public service delivery in the Gasabo district in Kigali, Rwanda

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

1. To examine the influence of E-governance on the provision of public services delivery in Gasabo District Kigali, Rwanda.
2. To assess the influence of E-governance on the coordination of public services delivery in Gasabo District in Kigali, Rwanda,
3. To assess the influence of E-governance on the control of public services delivery in Gasabo District in Kigali Rwanda
4. To identify the measures that can be put in place to enhance E-governance for the improved public services delivery in Gasabo District in Kigali, Rwanda

### **1.5 Research Hypotheses.**

The study was guided by these principal research hypotheses.

H<sub>1</sub> E-governance significantly enhances the provision of public service delivery in Gasabo District, Kigali, Rwanda.

H<sub>2</sub> E-governance positively influences the coordination of public service delivery in Gasabo District, Kigali, Rwanda.

H<sub>3</sub> E-governance improves the control and monitoring of public service delivery in Gasabo District, Kigali, Rwanda.

H<sub>4</sub> Implementing specific measures was significantly enhance e-governance, leading to improved public service delivery in Gasabo District, Kigali, Rwanda.

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

The significance of this study extends to various stakeholders involved in or affected by e-governance and public service delivery. Government institutions and policymakers benefit from the empirical data and insights provided by this research, which can inform the development of policies aimed at enhancing the efficiency, transparency, and effectiveness of public services. For non-governmental organizations (NGOs), the findings offer valuable information to support the design and implementation of programs that complement e-governance efforts and address service delivery gaps. Public sector employees gain insights into how e-governance impacts their work processes and service

delivery, potentially leading to more streamlined workflows and improved service quality. Citizens see the benefits through more user-friendly, accessible, and responsive e-services, as the study highlights their perspectives and challenges with current e-governance platforms. Academia and researchers find the study valuable for advancing theoretical and conceptual frameworks in the field of e-governance, contributing to the broader academic discourse. Lastly, private sector practitioners involved in e-governance-related services and technologies gain an understanding of how their contributions impact public service delivery, which can help them refine their strategies and offerings. Overall, the study provides comprehensive insights that can guide improvements across these various sectors, ultimately enhancing the effectiveness of e-governance in public service delivery.

### **1.7 Scope of Study**

The study sought to determine the influence of e-governance on public service Delivery in Gasabo District, Kigali, Rwanda, with a specific focus on the Gikomero Sector in Gasabo District, Kigali. The study was carried out using a descriptive survey. It was carried out between November and December 2024

### **1.8 Limitations of the Study**

This study faced several limitations that could affect its execution and outcomes. Firstly, conducting the research in Gasabo District, the largest district in Kigali, presents logistical challenges. The large geographical area and the unpredictability of respondents' availability may complicate access and data collection. To mitigate this, the study employed multiple follow-up strategies to increase the response rate and ensure comprehensive data collection. Another potential limitation was the apathy of some respondents towards academic research. Some individuals might have viewed participation as irrelevant to their immediate interests or benefits, potentially leading to lower engagement. While the researcher made efforts to highlight the potential impact of the study on policy and public service improvements, there was no guarantee that all respondents were convinced. This may have resulted in a non-representative sample, which could affect the study's findings. However, this limitation was addressed through diverse data collection methods and clear communication about the study's importance. Additionally, some limitations were inherent and could not be entirely resolved. For example, external factors such as political or social instability could have impacted the research environment, though these factors are beyond the researcher's control.

Nonetheless, these limitations were not expected to undermine the objectivity of the study. The research design and methodology were carefully planned to minimize bias and ensure that the findings remain valid and reliable despite these challenges.

### **1.9 Assumption of the Study**

- i. It was assumed that respondents are supportive of the study, willingly participating by completing the questionnaires and providing honest and accurate responses.
- ii. The study assumed that sufficient resources, including financial, technological, and human resources, are available to effectively carry out the research.
- iii. The researcher assumed that access to respondents feasible within the planned timeline of the study, allowing for the collection of data as scheduled.
- iv. It is assumed that respondents have a clear understanding of the concepts related to e-governance and public service delivery, enabling them to provide relevant and informed feedback.
- v. The study assumed that external conditions, such as political or social factors, are not significantly disrupt the research process or affect the objectivity of the findings.

### **1.10 Operational Definition of Key Terms**

**District:** A defined administrative unit in Rwanda under the decentralized system of governance.

**Governance:** Governance refers to the exercising of political, economic, and administrative authority to manage a society's affairs

**Decentralization:** Decentralization refers to the systematic distribution of administrative, political, and fiscal powers from central to local government entities to enhance public service delivery, promote local governance, and ensure community participation in decision-making processes

**Transparency:** Transparency refers to the openness, accountability, and straightforwardness of the government and institutions to the public.

**Accountability:** Accountability is defined as the degree to which governments must explain or justify what they have done or failed to do to the citizens.

**Integrity:** It refers to transparent, uprightness, reliability, fairness, and equal treatment for bidders

**Provision:** Provision is the act of supplying or making something available

**Coordination:** Coordination is the organization of different elements or activities to enable them to work together effectively.

**Control:** Control is the power to influence or direct people's behavior or the course of events.

**Public Services:** Public Services are services that are offered to citizens by the government or public institutions.

**Public Service Delivery:** Public Service Delivery defines the procedures and techniques used to deliver these public services to the general public.

**E-governance:** E-governance is defined as the use of information and communication technologies (ICTs) by government agencies to improve the efficiency, effectiveness, transparency, and accountability of government processes.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1. Introduction**

This chapter presents a review of the literature available. The chapter has three major subsections including empirical literature, theoretical framework, and conceptual framework.

### **2.2 Empirical Literature**

This section reviews the literature on the influence of e-governance on public service delivery. The review is organized according to the major themes identified in the study objectives. Each theme is explored through current literature and additional empirical evidence to comprehensively understand how e-governance influences various aspects of public service delivery.

#### **2.2.1 The Influence of E-governance on the Provision of Public Service Delivery**

Dawes et al. (2018) This study highlights how e-governance projects are reshaping the administrative landscape by streamlining processes. By integrating electronic systems, these projects effectively speed up administrative tasks, resulting in significantly reduced wait times for citizens. This acceleration not only enhances efficiency but also improves the overall experience of service delivery for users. The study underscores the transformative impact of e-governance on reducing bureaucratic delays and enhancing operational speed, which is critical for modernizing public services. Such improvements are essential for ensuring that government services are both timely and user-friendly.

Kraemer & Dedrick (2002) This research demonstrates the economic benefits of implementing electronic systems in government operations. By cutting down on processing times and reducing operational costs, electronic systems bring substantial financial savings and operational efficiency. These findings are crucial for understanding the cost-effectiveness of e-governance and its potential to streamline governmental functions. The ability to reduce administrative overhead while maintaining or improving service quality is a key advantage of adopting digital technologies. This efficiency not only benefits government agencies but also translates to cost savings for taxpayers.

Heeks (2006) Heeks emphasizes the necessity of addressing the digital divide to ensure equitable access to e-governance. Without efforts to bridge this gap, certain segments of the population may be excluded from the benefits of digital governance, leading to

disparities in service provision. This perspective highlights a critical challenge in the implementation of e-governance, as equitable access is essential for the inclusive success of digital initiatives. Heeks argues that addressing these access issues is fundamental for realizing the full potential of e-governance and ensuring that all citizens can benefit equally from technological advancements in public service delivery.

Dwivedi et al. (2016) This study reveals the significant impact of e-tax systems on reducing the time and costs associated with tax filing. By streamlining the tax filing process, e-tax systems have made it more efficient and less cumbersome for both individuals and businesses. The reduction in processing time and costs illustrates the practical benefits of digital tools in enhancing administrative efficiency. Dwivedi et al. provide concrete examples of how e-governance can simplify complex processes and deliver tangible improvements in public service delivery. The study underscores the role of technology in making government services more accessible and efficient.

Kettunen & Kallio (2020) Their research highlights the role of online platforms in improving transparency and accountability in public services. By providing easy access to information and tracking mechanisms, these platforms reduce opportunities for corruption and enhance government accountability. The increased transparency allows citizens to monitor the performance of public services and hold officials accountable for their actions. Kettunen & Kallio argue that the accessibility of information is a key factor in fostering trust between the public and government institutions. This improved oversight contributes to a more transparent and accountable governance system.

Saxena (2005) & Pathak et al. (2008) studies provide evidence of the positive impact of e-governance initiatives in India, particularly in reducing corruption and increasing public trust. Saxena notes that digital tools have made it easier for citizens to access public records, leading to greater accountability and a reduction in corrupt practices. Pathak et al. further confirm these findings by documenting similar benefits in various Indian states, where e-governance initiatives have led to enhanced trust in government. These studies illustrate the potential of digital solutions to improve governance by making public processes more transparent and less susceptible to corruption.

Mureithi (2018) Mureithi's study on Rwanda's Irembo platform highlights its significant impact on improving public service delivery. The platform has streamlined various

services, reducing wait times and enhancing accessibility for citizens. By consolidating multiple services into a single digital platform, Irembo has made it easier for individuals to access essential services without facing bureaucratic hurdles. This integration not only improves efficiency but also enhances the overall user experience. The study underscores the effectiveness of e-governance in addressing service delivery challenges and demonstrates the platform's success in meeting the needs of the population.

Ghosh et al. (2019) Their research offer a nuanced view of e-governance in rural India, revealing both improvements and challenges. While e-governance has facilitated better service delivery in some areas, issues such as inadequate infrastructure and low digital literacy remain significant obstacles. The study highlights that while digital tools can enhance access to services, their effectiveness is limited by the existing infrastructure and the digital skills of users. This evidence points to the need for targeted interventions to address these challenges and maximize the benefits of e-governance in rural settings. The findings suggest that further research is needed to develop solutions that can overcome these barriers and improve service delivery in underserved areas.

Bwalya & Mutula (2010) The research by Bwalya and Mutula documents substantial improvements in service delivery and citizen engagement in Zambia due to e-governance initiatives. These initiatives have led to more efficient service provision and greater interaction between citizens and government institutions. The study provides evidence of how e-governance can enhance public administration by making services more accessible and responsive. It highlights the positive outcomes of digital solutions in improving administrative efficiency and fostering greater citizen involvement in governance processes. The findings emphasize the potential of e-governance to drive positive changes in public service delivery.

Kumar et al. (2018) Kumar et al. discuss the ongoing challenges related to ICT infrastructure and digital literacy in rural India, which impact the effectiveness of e-governance. Despite the benefits of digital tools, these challenges can hinder the full realization of e-governance's potential. The study points to specific issues such as poor infrastructure and limited digital skills as barriers to effective implementation. It suggests that addressing these challenges is crucial for improving the impact of e-governance in rural areas. The research highlights the need for focused efforts to enhance ICT

infrastructure and digital literacy to support the successful deployment of e-governance initiatives.

### 2.2.2 The Influence of E-governance on the Coordination of Public Service Delivery

Heeks (2006) argues that e-governance can significantly reduce bureaucratic delays and lower operational costs through the automation of administrative tasks. By replacing traditional manual processes with digital systems, e-governance minimizes the time and resources needed for handling paperwork and in-person interactions, which are often sources of inefficiency. This automation streamlines workflows, thereby accelerating decision-making and reducing processing times. The reduction in manual handling also decreases the likelihood of errors, enhancing the accuracy and reliability of administrative processes. Overall, these improvements contribute to a more efficient public service delivery system.

Bhatnagar (2014) reports that the implementation of India's e-District project has led to faster processing of certificates and licenses. The e-District initiative digitizes local government services, thereby accelerating the issuance of essential documents. This digital approach streamlines interactions between citizens and government offices, reducing administrative bottlenecks and enhancing service delivery. The ability for citizens to track the status of their applications online adds to the system's transparency and reliability. The e-District project serves as a prime example of how e-governance can modernize and expedite local administrative processes.

Bwalya and Mutula (2014) document a 40% increase in the speed of business registrations in Zambia due to e-governance initiatives. Their study highlights that digital platforms for business registration have significantly reduced processing times, facilitating a more efficient start-up process for new businesses. This efficiency is achieved through the automation of registration procedures and the reduction of bureaucratic hurdles. By improving these processes, e-governance not only enhances service delivery but also stimulates entrepreneurial activity and economic growth. The findings underscore the transformative impact of e-governance on administrative efficiency and business development.

Cloete (2012) emphasizes the role of legitimacy and stakeholder participation in enhancing e-governance in South Africa. The research indicates that successful e-governance projects depend on active involvement from various stakeholders, including government agencies, citizens, and private sector partners. By fostering an inclusive approach, e-governance initiatives can better address the needs and expectations of all involved parties. Effective stakeholder engagement helps build trust and legitimacy, which are crucial for the successful implementation and sustainability of digital services. This coordination ensures that e-governance systems are well-integrated and aligned with public service objectives.

Misuraca et al. (2012) provide evidence on how digital tools in Europe have been designed to meet the needs of people with disabilities, thereby improving service coordination. Their research demonstrates that incorporating inclusive design principles into e-governance systems ensures equal access for all citizens, including those with disabilities. Features such as screen readers and accessible web design enhance usability for individuals with diverse needs, promoting greater inclusivity and equity in public administration. This approach not only improves service delivery but also supports a more comprehensive and accessible public service framework.

Ndung'u (2017) analyzes the impact of Kenya's Huduma Centres, which integrate multiple government services into a single digital platform. The study finds that these centers have greatly improved accessibility and coordination of services. By providing a one-stop-shop for various government services, Huduma Centres reduce the need for multiple visits and simplify administrative interactions for citizens. This integration enhances the efficiency of service delivery and ensures timely assistance. The real-time updates and online complaint mechanisms supported by the digital platform further improve transparency and responsiveness in public service delivery.

Mätksoo (2015) reports that Estonia's e-governance platforms, including e-voting and online discussions, have increased citizen participation and coordination. Estonia's digital systems facilitate direct engagement between the government and citizens, allowing for more interactive governance. The availability of e-voting and online forums enables citizens to participate in policy discussions and decision-making processes from their homes. This increased engagement fosters a more transparent and responsive government, as citizens have more opportunities to influence public policies and service

delivery. Estonia's approach highlights the potential of e-governance to enhance public involvement and coordination.

Ndemo and Weiss (2017) report that Rwanda's Irembo platform has improved public service coordination by consolidating various services into a single digital interface. The Irembo platform integrates over 100 government services, streamlining access for citizens and reducing administrative fragmentation. This centralization of services not only enhances efficiency but also reduces wait times for citizens. The platform supports online applications and tracking, further improving service delivery and transparency. The success of the Irembo platform demonstrates how e-governance can effectively consolidate services and enhance coordination in public service delivery.

### 2.2.3 The Influence of E-governance on the Control of Public Service Delivery

Margetts and Dunleavy (2013) found that e-governance initiatives, particularly in Estonia, significantly reduced costs and improved operational efficiency. Their study highlighted how Estonia's e-services platform streamlined public administration by automating and digitizing processes, leading to lower administrative costs and faster service delivery. The introduction of e-services enabled more efficient resource allocation and minimized bureaucratic inefficiencies. This case underscores the potential of e-governance to enhance the overall control and management of public services, thereby achieving greater operational efficiency and cost-effectiveness.

Bhatnagar (2014) observed increased citizen satisfaction with municipal services in India as a result of e-governance implementation. The study documented how digital platforms for municipal services improved service delivery by making processes more transparent and accessible. Citizens could track the progress of their requests and receive timely updates, which contributed to higher satisfaction levels. This increase in satisfaction reflects the effectiveness of e-governance in enhancing public service control by providing more responsive and citizen-focused services.

Kim et al. (2009) demonstrated that South Korea's e-governance platforms improved transparency and reduced corruption. Their research found that digital platforms facilitated greater public oversight and accountability by making government processes and decisions more transparent. The availability of online information and services allowed citizens to monitor government activities more effectively, reducing

opportunities for corrupt practices. This finding highlights the role of e-governance in strengthening control mechanisms within public service delivery by promoting transparency and integrity.

Shim and Eom (2008) reported that e-governance systems in the United States increased the accountability of public officials. Their study indicated that digital systems enabled more effective monitoring and evaluation of public officials' performance. E-governance platforms provided tools for tracking service delivery and administrative actions, which enhanced transparency and accountability. This increased oversight contributed to a more controlled and regulated public service environment, improving the overall governance and efficiency of public services.

Gil-García and Pardo (2005) provided evidence on how New York State's e-government systems facilitated quicker service delivery and administrative efficiency. Their research showed that the adoption of digital technologies in government operations led to faster processing times for public services and streamlined administrative tasks. The e-government systems improved both the speed and accuracy of service delivery, demonstrating the positive impact of e-governance on operational control and efficiency in public administration.

Ghana's e-Citizen portal found improvements in public trust and reduced corruption. Their study highlighted that the portal's transparency features and accessibility contributed to increased public confidence in government operations. By providing a platform for tracking service requests and accessing government information, the e-Citizen portal helped reduce opportunities for corruption and fostered a more accountable government. This case illustrates how e-governance can enhance control over public service delivery by improving transparency and public trust.

Nkusi (2018) found that Rwanda's Irembo platform significantly reduced bureaucratic delays and improved citizen satisfaction. The study demonstrated that consolidating various government services into a single digital platform streamlined processes and eliminated administrative bottlenecks. The reduction in wait times and improved service efficiency led to higher levels of citizen satisfaction. This empirical evidence supports the idea that e-governance can enhance control over public service delivery by optimizing administrative procedures and improving service quality.

Norris (2001) discussed how differences in internet access exacerbate existing inequalities, impacting the effectiveness of e-governance initiatives. The study highlighted that unequal access to digital technologies can hinder the success of e-governance programs, particularly in underserved communities. This disparity in access affects the overall control and effectiveness of e-governance systems, as it limits the ability of all citizens to benefit from digital services. Addressing these access issues is crucial for ensuring that e-governance initiatives can be effectively implemented and provide equitable benefits across different segments of society.

#### 2.2.4 Measures that Enhance E-governance for Improved Public Service Delivery

Heeks (2006) emphasized the critical role of a robust ICT infrastructure in ensuring the success of e-governance projects. According to Heeks, the effectiveness of e-governance systems hinges on having a solid technological foundation, which includes secure data centers, reliable internet access, and interoperable systems. Without this infrastructure, e-governance projects are less likely to achieve their intended outcomes. Heeks' study underscores that investments in ICT infrastructure are foundational for enabling efficient and effective e-governance solutions that can deliver improved public services.

Lee et al. (2011) and Toots (2019) documented significant improvements in public service delivery in countries with advanced ICT infrastructure. Their studies highlight that nations with well-developed technological frameworks are better positioned to implement e-governance successfully. For example, countries like Estonia and South Korea, which have invested heavily in ICT infrastructure, experienced notable advancements in service delivery efficiency and citizen satisfaction. These findings demonstrate the importance of advanced ICT infrastructure in enhancing the overall effectiveness of e-governance systems.

Misuraca (2007) found that well-established ICT infrastructure significantly boosts public service efficiency. The study detailed how strong ICT foundations facilitate smoother and more efficient service delivery by reducing processing times and increasing accessibility. Misuraca's research indicates that investing in ICT infrastructure not only supports the technical aspects of e-governance but also contributes to improved operational performance and service outcomes in the public sector.

Gil-García and Pardo (2005) highlighted the necessity of ICT literacy, project management, and change management skills among public sector workers to maximize the benefits of e-governance systems. Their research emphasizes that even with advanced technology, the success of e-governance initiatives depends on the skills and competencies of government employees. Effective training and capacity-building efforts are essential for ensuring that public sector workers can utilize e-governance tools effectively and adapt to technological changes.

Kayisire and Wei (2016) demonstrated that specialized training programs significantly improved government officials' competency in using e-governance systems. Their study showed that targeted training initiatives enhance the ability of public sector employees to effectively operate and manage e-governance tools. Improved competencies lead to better implementation and utilization of e-governance systems, thereby increasing their impact on public service delivery.

Janssen, Chun, and Gil-García (2009) demonstrated the importance of well-defined policies and regulations for adapting e-governance practices. Their research found that clear guidelines and regulatory frameworks are essential for guiding the implementation and management of e-governance initiatives. Policies that address issues such as data privacy, security, and interoperability help ensure that e-governance projects operate smoothly and achieve their objectives. Rose, Persson, and Heeager (2015) provided evidence that citizen involvement in planning and executing e-governance projects enhances service quality and satisfaction. Their study highlighted that engaging citizen in the design and implementation phases of e-governance initiatives leads to more user-centric solutions. Increased participation helps align e-governance systems with the actual needs and preferences of users, thereby improving overall service delivery and satisfaction.

Palvia and Sharma (2007) highlighted the success of public-private partnerships in advancing e-governance projects in India and other developing countries. Their research showed that collaboration between government entities and private sector organizations facilitates the development and implementation of effective e-governance solutions. Public-private partnerships leverage the expertise and resources of both sectors, leading to more successful e-governance projects and improved public service delivery.

### 2.3 Research gap

Name of the researcher	Year of the study	Topic of the study	Purpose of the study	Findings of the study	The Gap
Victor Bekkers and Vincent Homburg	2007	The Myths of E-Government: Looking Beyond the Assumptions of a New and Better Government	To examine common assumptions surrounding e-government and to critically assess the idea that government initiatives automatically lead to improvements in governance.	The study found that assumptions of easy transformation through e-government are often unfounded. Successful implementation requires complex changes in organizational structures, processes, and cultural dynamics within government agencies, which are frequently underestimated.	While Bekkers and Homburg emphasize the need for studies on the enduring impact of e-government beyond initial implementations, particularly concerning trust-building with citizens and the implications for public service delivery effectiveness over time. The impact of e-governance on the delivery of public services over time in sub-Saharan African contexts, especially at the local government level, is not well supported by empirical data. In order to close that gap, this study offers context-specific insights into how e-governance efforts influence public service delivery over the long term in Gasabo District, Kigali, Rwanda. It also provides empirical data on perceived governance outcomes, service efficiency, and citizen confidence.
Janet Grönlund	2010	E-Government Adoption and Implementation	To investigate the factors influencing the adoption and implementation	Grönlund, (2010) identified deficiencies in the theoretical knowledge of the adoption of e-	Insufficient studies on how e-governance affects marginalized groups, such as persons with disabilities, women,

			of e-governance in public sectors	governance, specifically about the contribution of stakeholder involvement, organizational culture, and the socio-political context. She recommended that additional studies be done on the interactions between institutions, technology, and human factors.	and the elderly. By investigating the influence of e-governance on equitable service delivery, especially for vulnerable groups like women and people with disabilities, in Gasabo District, this study fills this knowledge vacuum and offers localized empirical insights.
Basu	2004	the implementation and impact of e-governance on public administration,	The study aimed to assess how e-governance initiatives could improve public service delivery by enhancing transparency, accountability, and accessibility within government processes.	Basu found that e-governance has significant potential to make government services more efficient and accessible. However, challenges like inadequate infrastructure, digital literacy gaps, and resistance to change among government employees were noted as key barriers to full	There is insufficient empirical data on how these constraints specifically impact public service delivery outcomes in developing nations, such as Rwanda, despite Basu (2004) highlighting the infrastructure constraints impacting e-governance generally. This study specifically fills this gap by assessing the useful effects of e-governance tools on the effectiveness, accessibility, and citizen satisfaction of public service delivery in Gasabo. This provides data-driven, context-specific insights that are currently lacking in the literature.
Bannister, Francis, and Connolly	2011	The Trouble with Transparency: A Critical Review of	To analyze the challenges and unintended consequences that arise from prioritizing	Bannister and Connolly found that while transparency is often heralded as beneficial for accountability and	The research highlights that transparency and openness in e-governance are frequently examined

		Openness in E-Government"	transparency in e-government	public trust, it also has drawbacks	as separate aspects. However, the interconnected impact of social, political, and technological factors on coordination within public service delivery is underexplored. This study addresses that gap by examining how integrated e-governance mechanisms (involving transparency, citizen participation, and ICT infrastructure) influence the effectiveness, coordination, and accountability of public service delivery in Gasabo District, Kigali. Unlike earlier studies that focus on national-level or conceptual discussions, this research offers localized empirical evidence from a developing country municipality, contributing a context-specific and practitioner-oriented understanding of e-governance outcomes.
Richard Heeks	2006	E-Government for Development	To explore the impact of ICTs on governance in developing countries and to identify the critical factors for successful e-governance,	Heeks, (2006) highlights the significance of a strong ICT infrastructure as the cornerstone of successful e-governance, including	Limited research has analyzed the localized and sustained impact of e-governance systems on rural service delivery, which remains crucial for policy adjustments to

			governance implementation.	dependable internet access, safe data centers, and interoperable solutions. But he notes that there are gaps in this infrastructure's quality and availability, particularly in developing nations.	maximize benefits in diverse settings.
Darrell M. West	2004	Collaboration in E-Government	To explore the role of collaboration in the success of e-governance initiatives.	Dawes, (2004) highlighted the need for more research on the mechanisms and strategies that foster effective collaboration among different government agencies and stakeholders. She emphasized the importance of understanding how collaborative networks can enhance the efficiency and effectiveness of e-governance.	Inadequate research on the impact of policy and regulatory frameworks on the success of e-governance initiatives. This study provides localized empirical data from a municipality in a developing nation, offering a practitioner-focused and context-specific knowledge of the results of e-governance.

## 2.4 Theoretical framework

This study is guided by Mark Moore's Public Value Theory by Mark Moore of 1995.

Mark Moore's Public Value Theory, (1995) introduced the three essential elements of this theory. Public value, legitimacy and Support, and Operational capacity. Public value symbolizes the value that the government creates through policies, programs, and other initiatives. A pillar of public administration and management, especially when it comes to how public managers generate value for the general public, is Mark Moore's Public Value Theory (PVT). The assumptions of PVT are investigated in this theoretical framework, along with its applicability to the impact of e-governance on public service delivery. Mark Moore's Public Value Theory depends on several important assumptions:

Moore, (1995) assumes that to provide services, public managers must create value for the public by advancing the common good. Initiatives aimed at e-governance can increase public value by enhancing accountability, openness, and the effectiveness of services. Digital platforms, for example, can minimize corruption, expedite administrative procedures, and give citizens rapid access to information and services (Heeks, 2001). For instance, the e-governance model of Estonia, which is renowned for its cutting-edge digital infrastructure, serves as an example of how technology may optimize public benefit. Efficiency, openness, and citizen participation have all grown dramatically because of the nation's e-residency program, digital ID system, and online governmental services (Kalvet, 2012). E-governance initiatives in Rwanda like the Irembo platform, which provides various public services online, have significantly improved the efficiency and accessibility of services. Irembo allows citizens to access services such as birth certificates, marriage certificates, driving licenses, and land registration online.

A political leadership, stakeholder, and citizen-led authorizing environment is necessary to justify public value. The mandate and resources required for public managers to act are provided by this environment (Moore, 1995). The backing of a variety of stakeholders, including members of the public and commercial sectors, is essential to the legitimacy of e-governance programs. The significance of obtaining this support through inclusive and participatory methods is emphasized by public value theory. Moore (1995). Greater citizen participation and input can be facilitated via e-governance, which can expand the authorizing environment. Evaluating how e-governance influences public service delivery necessitates using thorough performance measurement frameworks that consider the complex character of public value. Indicators of service quality, citizen happiness, accessibility, and transparency should all be included in these frameworks (Cordella & Bonina, 2012). According to Bannister and Connolly (2014), online platforms and social media facilitate increased direct and ongoing communication between the public and government institutions, strengthening democratic governance and guaranteeing that public services meet the requirements of the general population. For instance, Nsengiyumva & Habumuremyi (2020) indicate that the adoption of e-governance has reduced service delivery times and increased citizen satisfaction due to the convenience of online services. This study also highlights the importance of inclusive digital policies to ensure that e-governance initiatives do not exclude marginalized groups, including Persons with Disabilities. Grimes, Jaeger, & Bertot, (2010) highlight platforms for e-

governance can help increase public participation and co-production of services. Social media, online portals, and other digital tools can give the public a way to voice their opinions and participate in decision-making.

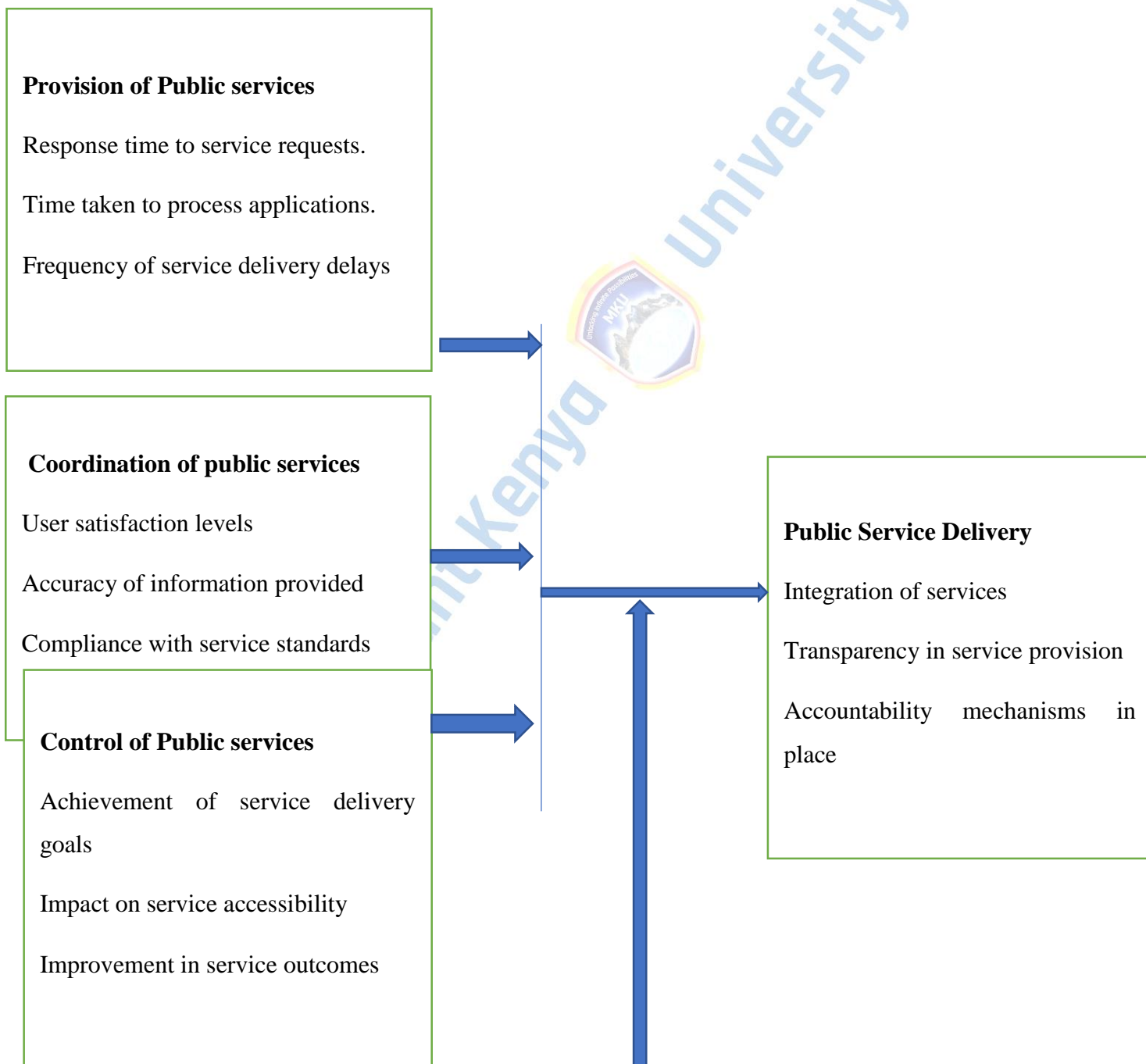
According to Moore's theory, strong operational capabilities, including the knowledge, tools, and infrastructure needed to carry out plans and provide services, are essential for the generation of effective public value inside public organizations. Public value, the authorizing environment, and operational capabilities make up the strategic triangle that forms the basis for the Public Value Framework. For public management to be successful, these components need to line up. E-governance cannot be implemented successfully without strong operational capacity, which includes dependable ICT infrastructure, qualified staff, and efficient management techniques. To fully reap the rewards of e-governance, public managers need to make sure these resources are available (Heeks, 2006). Homburg & Bekkers, (2007) also emphasized that a large investment in organizational procedures, human resources, and ICT infrastructure is needed to implement e-governance. This is consistent with Moore's view that operational capability is a vital element in the generation of public value. The ability of public organizations to efficiently handle technology and adjust to new operational demands is critical for the success of e-governance programs.

## **2.5 Conceptual framework**

The dynamic interaction between the provision, coordination, and control of public services and the initiatives that enhance service delivery is examined in the conceptual framework for the influence of e-governance on public service delivery. In terms of the provision of public services, key variables such as the response time to service requests, time taken to process applications, and the frequency of service delivery delays are critical indicators of efficiency. E-governance aims to reduce delays and streamline application processes, improving the timeliness of service provision. Coordination of public services is reflected in user satisfaction levels, accuracy of the information provided, and compliance with service standards. E-governance facilitates better coordination by ensuring information accuracy and adherence to standards, which contributes to higher satisfaction levels. The control of public services focuses on the achievement of service delivery goals, impact on service accessibility, and improvement in outcomes. Through e-governance, control mechanisms are enhanced, increasing accessibility, and achieving targeted service delivery outcomes. Furthermore, measures such as effective resource

utilization (financial, human, and technological), cost-effectiveness, and reduction of bureaucratic processes are crucial for enhancing service delivery. These measures are supported by e-governance systems that ensure transparency, accountability, and the integration of services, ultimately leading to improved public service delivery outcomes.

Understanding these variables and their sub-variables is crucial for evaluating the effectiveness of e-governance initiatives and improving public service delivery. By focusing on the components, stakeholders can identify areas for improvement and develop strategies to enhance the quality and efficiency of government services.



**Measures to enhance public service delivery.**

Resource utilization (financial, human, technological)

## **2.6 Recap of literature review**

Research investigations have shown that by streamlining procedures and cutting down on bureaucratic delays, e-governance improves the effectiveness of public service delivery. Heeks (2006), According to Norris (2001), digital platforms make it easier for citizens to obtain services, which raises public satisfaction and involvement (Norris, D. F. (2001). E-governance's effects in rural areas have been inconsistent. While e-governance can improve the delivery of services in rural regions, Bwalya and Mutula (2010) found that low literacy rates and inadequate ICT infrastructure frequently limit its effectiveness. The literature review has also emphasized that one major problem that continues to hinder the efficiency of e-governance is the digital divide. According to Lips (2009), unequal access to digital technology might worsen gaps in the provision of public services, especially for underprivileged groups. The significance of managerial efficacy and efficiency in public administration is emphasized by Moore's theory. Public value theory also emphasizes how important accountability and openness are to public services. Open data efforts, automated reporting, and real-time tracking of service requests are all common characteristics of e-governance platforms. The necessity of fair service delivery is emphasized by Moore's paradigm, which guarantees that public services benefit every part of society (Moore, 1995). The conceptual framework emphasized the relationship between the provision, coordination, and control of public services and the initiatives that enhance service delivery.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter illustrates the target population, sample size, research methodology, and research design, along with the techniques that are employed to sample the population. This chapter looks more into the techniques used to gather data, the tools used in research, and the validity, dependability, and presentation of the data.

### **3.2 Research Methodology**

To obtain comprehensive insights into the influence of e-governance on public service delivery in Gasabo District, particularly in Gikomero sector, the researcher employed both qualitative and quantitative approaches. Quantitative methodology was utilized to measure and analyze the Influence of e-governance on various aspects of public service delivery, such as efficiency, accessibility, and satisfaction. A formula to calculate the sample size for statistical significance was applied to the 19,630 population of the Gikomero Sector and structured questionnaires were used to collect data. Qualitative data was gathered through structured interviews to explore residents' views, experiences, and perceptions of e-governance regarding e-governance and its influence on public service delivery. The Statistical Package for Social Sciences (SPSS) package and descriptive statistics were used by the researcher to examine the data gathered from the surveys. The research intended to present findings in terms of statistical significance, correlations, trends, and narrative descriptions. Use charts, graphs, and tables.

### **3.3 Research Design**

A research design is an approach that is used to gather and examine the information. The plan offers a structure to help the researcher prepare the research instruments and gives instructions on how to use them in the study area. For this study, a Correlational Research Design was used. It was deeply helpful in understanding the factors that influence e-governance such as ICT infrastructure, e-services adoption, user engagement, and system interoperability, and measures of public service delivery such as efficiency, accessibility, quality, and user satisfaction. Questionnaires were used to gather data from users and service providers about their thoughts on service delivery and their experiences with e-governance platforms. To obtain qualitative insights, semi-structured interviews were conducted with a predetermined set of questions for quantitative analysis. This method permitted respondent flexibility while mitigating interviewer bias, Patton (2002). Statistics analysis was also applied to determine how e-governance influences the

provision of public services. The study intended to employ both the qualitative and the quantitative methods.

### **3.4 Location of the Study**

The Gikomero Sector is one of the administrative sectors of Gasabo District (Appendix VI showing the map of the Gikomero sector), which is situated in the northern region of Rwanda's capital, Kigali. It is renowned for its hilly terrain, scenic landscapes, and agricultural activities, which are a significant part of the local economy. Gikomero Sector is located in Gasabo District, which is part of Kigali City in Rwanda. The neighboring sectors of Gikomero include Jabana Sector to the west; Bumbogo Sector to the southwest; Ndera Sector to the south; Rusororo Sector to the southeast and Shyorongi Sector (in Rulindo District) to the north. Gikomero Sector coordinates latitude of approximately - 1.9374 and longitude of approximately 30.1205. Gikomero sector. Gikomero Sector is subdivided into 5 cells, including Gasagara, Gicaca, Kibara, Munini, and Murambi.

Additionally, the Gikomero Sector encompasses both urban and rural areas, providing a comprehensive understanding of how e-governance influences diverse communities within the same administrative unit. Being part of Kigali City is conveniently located near important infrastructure and national government offices, making it easier to execute and oversee e-governance programs. The Gikomero Sector also provides a diverse sample for evaluating the effectiveness of public service delivery and citizen participation via e-governance platforms.

### **3.5 Target Population**

The target population for this study encompassed residents of the Gikomero Sector, with a total population of 19,630 as reported by the National Institute of Statistics of Rwanda (2022). This study focused on two key groups: Residents of the Gikomero Sector and government officials. Specifically, the population includes 19,360 Residents, and 15 government officials. The data source for this demographic information is the 2022 Rwanda Population and Housing Census conducted by the National Institute of Statistics of Rwanda (2022). This census data provided a comprehensive overview of the district's demographic composition, ensuring that the study's sample is representative of the diverse groups within the Gikomero Sector (NISR, 2022).

The table below illustrates 5 cells in the Gikomero sector and their population.

Table 3.1 Distribution of the Target population per cell

No	Cells	Population
1	Gasagara	3,900
2	Gicaca	4,350
3	Kibara	5,100
4	Munini	3,300
5	Murambi	2,710
	Total	19360

Source: Rwanda 2022 Census

Additionally, the study targeted 15 government officials as the key informants of the study

### 3.6 Sampling Procedures and Techniques

Sampling is the act, procedure, or method of choosing a representative sample or portion of a population to ascertain the characteristics of the entire population. Stratified random sampling is a probability sampling technique where the population is divided into discrete subgroups or strata that share similar characteristics. A sample was selected at random from each grouping. This technique guaranteed that every stratum was fairly represented, which improved the sample's overall precision and strengthened the population's representativeness. The sample size for a population of 19,630 was used. In this study, stratified random sampling was particularly suitable because it ensured that all important subgroups within the population were represented in the sample and provided a more comprehensive analysis. It increased the precision of the estimates, as it accounts for the variations between subgroups. The stratified random sampling technique also reduced sampling bias and ensured that variations within and between the subgroups were well captured.

The researcher uses the following formula by W.G. Cochran, (1977) for calculating the

$$\text{sample size: } n = \frac{Z^2 \cdot p(1-p)}{E^2}$$

Where:

- n sample size

- $Z = Z$ -score (which corresponds to the desired confidence level, 1.96 for a 95% confidence level)
- $p =$  estimated proportion of the population 0.5
- $E =$  margin of error is 0.05 for 5%)

Applying this formula, a sample size of approximately 389 residents is required. To ensure accurate representation, stratified random sampling was employed. This method, as described by Kothari (2004), divides the population into subgroups, or strata, based on specific characteristics, allowing each subgroup to be proportionately represented in the sample. The population of 19,630 was divided into 5 distinct subgroups (cells) based on geographic location and the sample size for each cell proportionate to its size within the overall population to ensure that each subgroup is adequately represented. To calculate the overall sample size for the population per cell, the researcher used the following formula by W.G. Cochran, (1977) for calculating the sample size.

Table 3.2 Distribution of Sample size per cell

Cells	Target Population	Sample size
Gasagara	3,900	78
Gicaca	4,350	87
Kibara	5,100	102
Munini	3,300	66
Murambi	2,710	54
Total	19360	389

Additionally, the study used a purposively sample of 15 Government Officials as the key informants of the study. The total sample size therefore is 389 Respondents.

### 3.7 Construction of research instruments

Effective data collection depends on well-constructed research instruments. This study used both primary and secondary data sources to gather comprehensive insights.

The study used structured questionnaires to collect quantitative data from 389 residents of the Gikomero Sector, with a focus on assessing e-governance effectiveness and its influence on public service delivery (see Appendix II for the questionnaire). This method ensured that all respondents answered the same set of questions in the same order,

enhancing the reliability and comparability of the responses. Structured questionnaires enable the efficient collection of data from a large sample, offering a broad overview of public perceptions and experiences. They help capture key aspects such as accessibility, satisfaction, and challenges faced when using e-governance services.

By standardizing the format, this tool minimizes interviewer bias and streamlines analysis, allowing for the identification of patterns, trends, and correlations related to e-governance's impact on public service delivery. Additionally, the questionnaire's design facilitates the collection of systematic and quantifiable data, providing insights into the provision, coordination, and improvement of public services through e-governance.

Interview guides were conducted with 15 key informants, including government officials and local leaders, to gather in-depth qualitative data on e-governance implementation. This approach aimed to explore complex issues, such as the reasons behind observed trends and challenges in public service delivery, and to capture insights from individuals directly involved in e-governance. The structured interview guide provided a standardized framework, ensuring consistency and comparability of responses across interviews, thus enhancing the reliability of the findings.

These interviews involved key individuals from various government institutions, such as Ministries, the Rwanda Governance Board (RGB), Rwanda Information Society Authority (RISA), and Gasabo District. By using structured interviews with a consistent set of questions, the study delves deeper into the functionality and real-world use of e-governance tools. This offered valuable feedback on their effectiveness and potential areas for improvement, complementing the quantitative data collected through questionnaires. Ultimately, this mixed-method approach provided a comprehensive understanding of the influence of e-governance on public service delivery.

The Secondary Data was sourced from existing literature such as academic journals, reports, and online resources to provide contextual background and support primary data findings.

### **3.8 Testing for Validity and Reliability**

Ensuring the validity and reliability of research instruments is essential for producing accurate and credible results.

### **3.8.1 Validity**

To assess whether the research instruments measure what they are intended to measure. Public administration and e-governance experts evaluated the questionnaire and interview guide to improve content validity. Their input ensured the items were thorough, understandable, and in line with the goals of the study. To pretest the research instruments, 15 respondents from the Kimironko sector, which is separate from the main study area, participated in a pilot study. In order to reduce any potential impact on the primary study sample, this location was specifically chosen. Participants were asked to rate each item's comprehensiveness, relevancy, and clarity during the pilot. A number of changes were made in response to this feedback, including rewording unclear questions and bringing answer scales into line with the study's conceptual focus. The instruments' validity in gathering the intended data was ensured by this iterative modification.

### **3.8.2 Reliability**

Reliability refers to the consistency of the research instruments. To assess reliability, the same pilot study was used to test whether the questionnaire and interview guide produced consistent results across different instances. This ensured that the tools provided stable and dependable results over time and across similar conditions. A statistical metric frequently used to evaluate the internal consistency of Likert-type scales, Cronbach's Alpha, was employed to evaluate the questionnaire's reliability. The total Cronbach's Alpha coefficient, which was determined to be [insert value, e.g., 0.82] when the pilot data were analyzed in SPSS (or specify the program used), indicated a high level of reliability ( $\alpha > 0.7$  is generally considered acceptable for social science research). The instruments were carefully reviewed to ensure they meet the study's objectives and provide consistent, accurate data.

### **3.9 Data collection methods and procedures.**

Data collection is a systematic process aimed at gathering accurate and relevant information to address the research objectives. For this study, structured questionnaires and interviews serve as the primary tools for collecting data. To ensure the quality and reliability of the data collected, the researcher conducted comprehensive training for the research assistant. This training equipped the assistant with essential skills in data collection methodologies, ethical considerations, and the specific context of e-governance

in Rwanda. Additionally, the assistant trained in the use of relevant technological tools, enabling them to effectively gather accurate and reliable data in line with the research objectives.

Before the actual data collection begins, the researcher secured the necessary ethical clearance and research permit from the relevant authorities to ensure compliance with ethical standards and institutional regulations. An introductory letter from the University was obtained to facilitate access to the study area and participants. In parallel, the researcher presented an introductory letter to the Gasabo District, seeking authorization to proceed with the study and guidance on any additional requirements that may be needed to ensure the smooth and successful completion of the research.

### **Data Collection Instruments**

To obtain a comprehensive understanding of e-governance from both the general public and key stakeholders, a mixed-methods approach was employed.

**Questionnaires** were administered to the general public, gathering quantitative data on their experiences with e-governance platforms. These structured questionnaires were designed to assess key aspects such as accessibility, satisfaction, and challenges encountered in accessing online public services. (Refer to Appendix II for the detailed questionnaire.)

In parallel, **semi-structured interviews** were conducted with 15 key stakeholders, including government officials, to collect qualitative data. These interviews provided deeper insights into their perspectives and experiences regarding the implementation and effectiveness of e-governance. (Refer to Appendix III for the interview guide.)

### **Data Collection Procedure:**

The researcher, alongside a trained research assistant, distributed self-administered questionnaires to a randomly selected sample of 389 residents in the Gasabo District. These questionnaires were distributed in public settings, such as community centers, to ensure diverse participation from various areas within the sector. To maximize response rates, the research assistant collected completed questionnaires in person, allowing for the resolution of any immediate queries from the respondents.

In addition to the questionnaire-based data collection, a qualitative component further enriches the study. Interviews were conducted with 15 key stakeholders identified for the study. Each interview followed a structured guide to maintain consistency across all sessions. The interviews took place in neutral settings, such as offices or designated interview rooms, to reduce bias and ensure the comfort of participants. Prior to each interview, participants were fully informed about the purpose of the study, and their consent was obtained. Additionally, they were given the option to withdraw from the study at any point if they chose to do so.

Throughout both quantitative and qualitative data collection processes, the researcher remained committed to upholding ethical standards. The data collection process was conducted with professional integrity and objectivity. The researcher avoided personal biases and ensured that the procedures adhered strictly to scientific research standards, safeguarding the reliability and validity of the findings.

### **3.10. Data analysis techniques and procedures**

Data analysis is a critical phase in this study, aimed at interpreting the collected information to address the research objectives comprehensively. For analyzing quantitative data from the questionnaires, the study employed the Statistical Package for the Social Sciences (SPSS) software (IBM SPSS Statistics 29). Descriptive statistics were used to calculate measures such as means, medians, modes, and standard deviations, which summarized central tendencies and variability. Frequency distributions detail the percentage of responses for categorical variables, while cross-tabulations explored relationships between different variables to identify patterns and trends. The results were visually represented through tables, bar charts, pie charts, and histograms to provide a clear overview of the data.

For qualitative data derived from the interviews, thematic analysis was utilized. This involves identifying, analyzing, and reporting themes that emerge from the responses. The thematic analysis includes coding the data into categories and themes, followed by narrative analysis to construct a coherent story from the participants' perspectives. Interview transcripts were reviewed and coded either manually or with qualitative data analysis software, such as NVivo. The qualitative findings were presented through thematic summaries and direct quotes to provide a detailed understanding of the participants' experiences and viewpoints. This comprehensive approach ensures a robust

and nuanced interpretation of both quantitative and qualitative data, addressing the study's objectives effectively.

### **3.11. Ethical considerations**

Ethical considerations are crucial in ensuring the integrity of the research process and the protection of participants. This study adheres to strict ethical standards to safeguard the rights and well-being of all involved. Before commencing the research, formal permission was sought from the Gasabo District authorities to conduct the study. Additionally, informed consent was obtained from each participant. The researcher provided a comprehensive explanation of the study's purpose, procedures, and potential impacts to ensure that participants are fully informed before agreeing to take part. A consent form (see Appendix VII) was used to document their voluntary participation. Participants were assured of their right to withdraw from the study at any time without consequence. Privacy and confidentiality be rigorously maintained: no identifying information recorded, and all responses anonymized. Data was stored securely, accessible only to the research team, and used solely for this study. By adhering to these ethical protocols, the research aims to uphold the highest standards of professionalism and respect for participants' rights.

## **CHAPTER 4: RESULTS AND DISCUSSION**

### **4.0. Introduction**

This chapter presents the findings from the study on the influence of e-governance on public service delivery in Gasabo District, Kigali, Rwanda. The data collected from respondents through surveys and interviews are analyzed and discussed as per the study objectives. Key areas of focus include the extent to which e-governance has improved accessibility, transparency, accountability, and efficiency in public services. The results are interpreted to determine the effectiveness of e-governance platforms and the satisfaction levels of users with various public services. The chapter explores challenges faced and potential areas for improvement, providing a comprehensive understanding of the role e-governance plays in transforming public service delivery in Gasabo District.

### **4.1 Response Rate Data**

A high response rate is essential to ensure the reliability and validity of a study. In this research, a total of 389 questionnaires and interview guides were distributed, and all 389 were successfully completed and returned, yielding a response rate of 100% for questionnaires and interview guides. This strong response rate indicates a high level of engagement from respondents and suggests that the findings are representative of the study population. The high response rate also reflects the effectiveness of data collection procedures and the willingness of respondents to participate in discussions on e-governance and public service delivery.

### **4.2. Demographic information of respondent**

The demographic characteristics of respondents play a critical role in contextualizing the study findings. By analyzing demographic attributes such as gender, age, education level, and employment status, the study ensures a comprehensive understanding of the diversity among respondents and their perspectives on e-governance.

#### **4.2.1. Gender of the respondents**

This study analyzed the demographic characteristics of respondents to understand their diversity and its relevance to e-governance's influence on public service delivery in Gasabo District, Kigali. The gender distribution of respondents in this study is almost evenly split, with 49.6% male and 50.4% female, as shown in the table, indicating a balanced representation of both genders in the sample.

Table 4.2.1. Gender of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
male	192	49.3	49.3	49.6
female	197	50.7	50.7	100.0
Total	389	100.0	100.0	

Source: Research findings

This equal participation ensures that the findings on e-governance's influence on public service delivery reflect the experiences and perceptions of both men and women in Gasabo District, Kigali. This balanced gender representation is crucial for achieving the study's objectives, particularly in assessing the impact of e-governance on the coordination and control of public service delivery. Since public services cater to all citizens, understanding how both male and female respondents experience e-governance provides a more comprehensive view of its effectiveness and areas for improvement. Moreover, the near-equal gender split allows for a fair evaluation of whether there are any significant differences in satisfaction, transparency, or ease of access to e-governance platforms based on gender, which can inform targeted measures to enhance e-governance for better public service delivery in Gasabo District.

#### 4.2.2. Age group of the Respondent

Table 1.2 shows the age distribution of respondents. The findings reveal that most respondents (31.3%) are between the ages of 30 and 40, followed by those aged 40 to 50 (25.2%) and those under 30 (24.7%). Only 7.4% of respondents fall between the ages of 50 and 60, while 11.4% are over 60. This distribution suggests that a diverse range of age groups is represented in the sample, with a larger proportion of individuals in their working years.

Table 4.2.2 Age group of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 30	96	24.7	24.7	24.7
between 30-40	122	31.3	31.3	56.0
between 40-50	98	25.2	25.2	81.2
between 50-60	29	7.4	7.4	88.6
above 60	44	11.4	11.4	100.0
Total	389	100.0	100.0	

Source: Research findings

The age distribution of respondents in the study shows a diverse range of age groups, with the majority falling between 30-40 years old (31.3%), followed by 40-50 years old (25.2%) as shown in the table. These two groups represent over half of the sample (56%), indicating that middle-aged individuals are the most engaged with e-governance platforms in Gasabo District, Kigali. As shown in the table, younger respondents, below 30 years (24.7%), also make up a significant portion, reflecting the increasing involvement of younger generations in digital governance systems. However, those aged 50-60 years (7.4%) and above 60 (11.4%) represent smaller percentages, suggesting that older populations may have less interaction or access to e-governance services. This distribution is relevant to the study's objectives, particularly in assessing the ease of use and accessibility of e-governance platforms across different age groups. It highlights the need for inclusive measures to ensure that all age demographics, especially older citizens, can benefit from improvements in public service delivery through e-governance. The findings also suggest that the e-governance platforms should be tailored to address the varying needs of different age groups, enhancing accessibility and user experience for both younger and older populations.

#### **4.3. The influence of E-governance on the provision of public services delivery in Gasabo District, Kigali, Rwanda.**

E-governance plays a crucial role in enhancing public service delivery by improving efficiency, transparency, and accessibility. In Gasabo District, Kigali, Rwanda, digital platforms have streamlined government operations, reducing delays and bureaucratic inefficiencies. This study examines the influence of e-governance on service provision, highlighting its benefits and challenges.

##### **4.3.1. Awareness of E-Governance Initiatives in the Sector**

Public awareness of e-governance initiatives plays a crucial role in determining the extent of its adoption and effectiveness. The level of awareness among citizens influences their ability to access and utilize digital public services. This section examines respondents' awareness of e-governance initiatives in Gasabo District. The results indicate that a significant majority of respondents, 64.5%, are very aware of e-governance initiatives in their sector, while 35.5% are somewhat aware.

Table 4.3.1 Awareness of E-Governance Initiatives in the Sector

	Frequency	Percent	Valid Percent	Cumulative Percent
Very aware	251	64.5	64.5	64.5
ValidSomewhat aware	138	35.5	35.5	100.0
Total	389	100.0	100.0	

Source: Research findings

This table shows a high level of awareness, which suggests that e-governance initiatives in Gasabo District, Kigali, have gained considerable visibility among the public. The findings align with the study's objective to examine the influence of e-governance on public service delivery, as the high awareness levels are likely a result of government efforts to promote digital governance platforms. The data also highlight that there is a small but important portion of the population that may need further education or outreach to increase their understanding of e-governance. This awareness is crucial for the successful adoption and use of e-governance services, as well-informed are more likely to use the platforms effectively. Increasing awareness could enhance citizen engagement, further improving public service delivery by making services more transparent, accessible, and efficient. Therefore, while awareness is generally high, additional efforts to reach the less informed could further strengthen the impact of e-governance in the district.

#### 4.3.2. Regular access to the internet

The results show that a large majority of respondents, 86.2%, have regular access to the internet, while 13.8% do not.

Table 4.3.2 Regular access to the internet

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	335	86.2	86.2	86.2
ValidNo	54	13.8	13.8	100.0
Total	389	100.0	100.0	

Source: Research findings

This table shows a high level of internet access is a positive indicator of the effectiveness of e-governance in Gasabo District, Kigali, as internet connectivity is a critical enabler for accessing e-governance platforms and services. The study's objectives, particularly those focusing on the improvement of public service delivery through e-governance, are closely tied to the availability of Internet access. With most respondents having consistent access to the internet, the digital infrastructure appears to be sufficiently established to

support e-governance initiatives. However, the 13.8% who lack regular internet access represent a significant portion of the population that could face barriers to utilizing these services, potentially limiting the overall reach and effectiveness of e-governance in the district. To fully realize the potential of e-governance, efforts should be made to improve internet access for the remaining portion of the population, ensuring equitable access to digital public services across all segments of society. The relationship between internet access and e-governance adoption has been well-documented in the literature. According to Kettunen and Kallio (2017), internet connectivity is an essential enabler for e-governance, as it allows citizens to access government services online and enhances the efficiency of public service delivery. Similarly, Cheung et al. (2018) argue that the availability of digital infrastructure, including regular internet access, is fundamental for ensuring the widespread adoption of e-governance systems. H1: Awareness of e-governance significantly influences its adoption in public service delivery. The findings support this hypothesis, indicating that higher awareness levels contribute to greater utilization of digital governance services.

#### 4.3.3 The ease of use of the e-governance platforms

The results show that a majority of respondents find e-governance platforms to be user-friendly, with 44.8% describing them as easy to use and 15.6% finding them very easy to use, making up a combined 60.5% who have a positive experience with these platforms.

Table 4.3.3 The ease of use of the e-governance platforms

	Frequency	Percent	Valid Percent	Cumulative Percent
Very easy to use	61	15.6	15.6	15.6
Easy to use.	174	44.8	44.8	60.5
Neutral	41	10.6	10.6	71.1
Difficult to use	69	17.8	17.8	88.9
Very difficult to use	43	11.1	11.1	100.0
Total	389	100.0	100.0	

Source: Research findings

However, a notable portion of respondents face challenges: 17.8% report that the platforms are difficult to use, and 11.1% find them very difficult to use, accounting for nearly 29% of the sample. Additionally, 10.6% remain neutral, indicating mixed feelings or inconsistency in their experiences. These findings are critical in relation to the study's objectives, especially those focused on improving public service delivery and enhancing

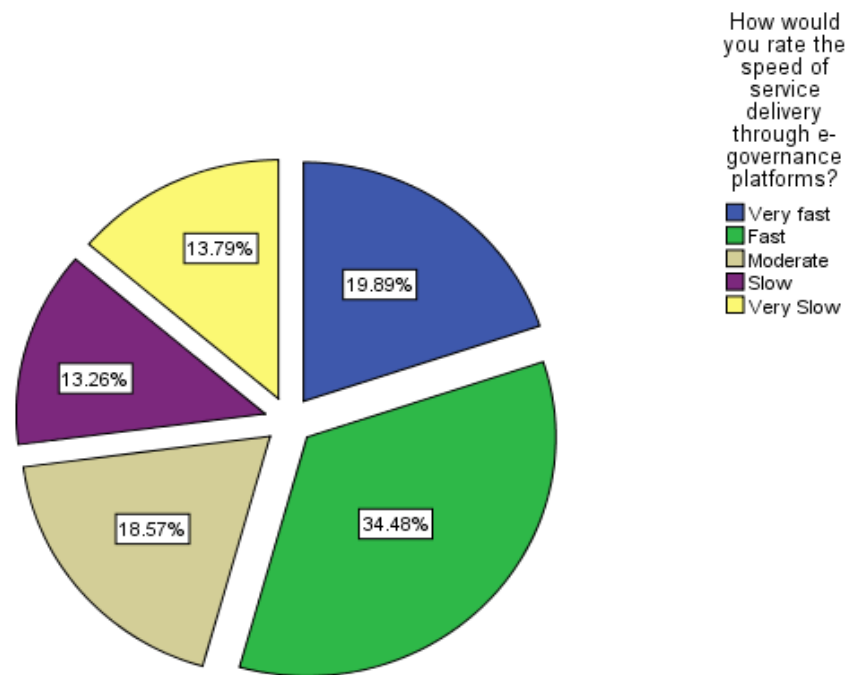
the usability of e-governance platforms in Gasabo District, Kigali. While most users have positive interactions with the platforms, the significant minority who struggle with their usability points to the need for further improvements. Simplifying user interfaces, providing better user guidance, and ensuring accessibility for all age groups and tech skill levels are essential in enhancing the overall effectiveness and reach of e-governance services. According to Almarabeh and AbuAli (2017), the usability of e-governance platforms is a key determinant of their success, as platforms that are difficult to use can lead to low adoption and user dissatisfaction. Similarly, Eom and Lee (2018) argue that simplifying the user interface and ensuring that platforms are intuitive and accessible for all citizens, including those with lower tech literacy, is essential for promoting e-governance adoption. Studies by Lin et al. (2019) suggest that a significant portion of users encountering difficulties with digital platforms may have varying levels of technology skills, which underscores the need for personalized support and user-friendly interfaces.

The findings presented in this section support H1, as users who find e-governance platforms easy or very easy to use are more likely to adopt these services, increasing the overall effectiveness of public service delivery. The user-friendliness of e-governance platforms enhances user confidence and fosters greater participation in digital public services. These results align with the theoretical framework presented in Chapter 2, which suggests that both awareness and ease of use are crucial factors in the adoption of digital governance systems.

#### **4.3.4. The speed of service delivery through e-governance platforms**

This study explores users' perceptions of the speed of service delivery through e-governance platforms in Gasabo District, Kigali. The efficiency and speed of service delivery are fundamental components of e-governance, as they directly affect the quality of public service and user satisfaction. Understanding the varying opinions on the speed of service delivery helps to pinpoint areas for improvement in the system.

The results indicate a mixed perception of the speed of service delivery through e-governance platforms in Gasabo District, Kigali.



A combined 54.4% of respondents rate the service as either fast (34.5%) or very fast (19.9%), which suggests that over half of the users are satisfied with the efficiency of these platforms. However, a significant portion of respondents still experience delays, with 13.3% rating the service as slow and 13.8% as very slow, totaling 27.1% who perceive the platforms as inefficient. Additionally, 18.6% find the service speed to be moderate, indicating neither satisfaction nor dissatisfaction. These findings are directly tied to the study's objective of assessing the influence of e-governance on public service delivery, particularly in terms of efficiency. While many users appreciate the quick service delivery offered by e-governance, the notable percentage who find the services slow highlights a need for further optimization of system processes. Addressing these inefficiencies could enhance the overall perception and effectiveness of e-governance in improving public service delivery. According to Bekkers et al. (2013), the speed of service delivery is a key factor influencing citizen satisfaction with e-governance platforms. They argue that slow service delivery can lead to frustration and lower engagement with digital services. Additionally, Wirtz and Göttel (2016) suggest that inefficiencies in service speed, such as long wait times and delayed responses, can diminish the perceived quality of e-governance platforms, undermining public trust in

these systems. The literature emphasizes the need for continuous optimization of digital platforms to enhance both user experience and service efficiency, aligning with the findings in Gasabo District.

Studies by Xie et al. (2020) further emphasize that perceived delays in service delivery can lead to a lack of adoption, as users may avoid using the system when they perceive it as inefficient. The literature suggests that addressing these challenges by investing in better infrastructure and continuous system updates is essential for maintaining and improving e-governance performance. The results from this section also support H1, as those who experience faster service delivery are more likely to adopt and continue using e-governance platforms. The positive perception of speed is crucial in encouraging the continued use of e-governance services, which in turn influences the overall effectiveness of public service delivery.

#### 4.3.5. The satisfaction level of e-governance services in the area

The results show that the majority of respondents are pleased with the availability of e-governance services in their area, with 45.6% reporting that they are satisfied and an additional 36.6% indicating they are very satisfied.

Table 4.3.5. satisfaction with the availability of e-governance services

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	142	36.6	36.6	36.6
Satisfied	177	45.6	45.6	82.2
Neutral	21	5.3	5.3	87.5
Dissatisfied	38	9.8	9.8	97.3
Very dissatisfied	11	2.7	2.7	100.0
Total	389	100.0	100.0	

Source: Research findings

This combined 82.2% reflects a high level of satisfaction, suggesting that e-governance services are widely accessible and available to most users in Gasabo District, Kigali. However, 9.8% of respondents are dissatisfied, and 2.7% are very dissatisfied, totaling 12.5% who feel that the availability of these services is lacking. The 5.3% who are neutral may indicate some uncertainty or variability in access across different regions or user groups. These findings align with the study's objective to assess the availability and reach of e-governance in improving public service delivery. While most respondents are

satisfied, the notable minority who are dissatisfied suggests that efforts should focus on addressing service gaps in certain areas, ensuring that e-governance platforms are consistently accessible to all citizens across the district. According to Nfuka and Rusu (2020), the availability of e-governance services is a key determinant of their successful adoption. They emphasize that even when services are designed to be user-friendly and efficient, their impact is limited if they are not widely accessible. The study by Maheshwari and Sharma (2019) suggests that uneven access to digital services can exacerbate existing inequalities, undermining the overall effectiveness of e-governance initiatives. Therefore, ensuring that e-governance platforms are available to all regions and demographics is critical for enhancing public service delivery. Furthermore, a study by Hussain et al. (2020) highlights that rural or marginalized areas often face challenges in accessing e-governance services, particularly due to limited internet connectivity and infrastructure. Dzhusupova et al. (2011) highlight that inadequate ICT infrastructure, insufficient funding, and issues of privacy and security further restrict the effectiveness of e-governance. Alshehri and Drew (2010) mention these challenges as particularly pronounced in developing countries, where technological gaps, a lack of skilled personnel, and socio-cultural resistance to digital platforms all contribute to limited adoption. The results from this section provide strong support for Hypothesis 1 (H1), which posits that e-governance enhances the provision of public services. The high level of satisfaction with the availability of e-governance services indicates that the platforms are functioning well in terms of accessibility, contributing to more efficient public service delivery. However, the 12.5% dissatisfaction rate suggests that more targeted efforts are needed to address access gaps and ensure the universal availability of e-governance services across the district.

#### 4.3.6. The public services that have accessed through e-governance

The results show that a variety of public services are being accessed through e-governance platforms by respondents in Gasabo District, Kigali.

Table 4.3.6. Public Services Accessed Through E-Governance

	Frequency	Percent	Valid Percent	Cumulative Percent
Payment of taxes	102	26.3	26.3	26.3
Valid Application for identity documents	69	17.8	17.8	44.0

Social welfare benefits	63	16.2	16.2	60.2
Healthcare services	49	12.5	12.5	72.7
Utility services (electricity, water)	21	5.3	5.3	78.0
Land Registration	73	18.8	18.8	96.8
Other (please specify)	12	3.2	3.2	100.0
Total	389	100.0	100.0	

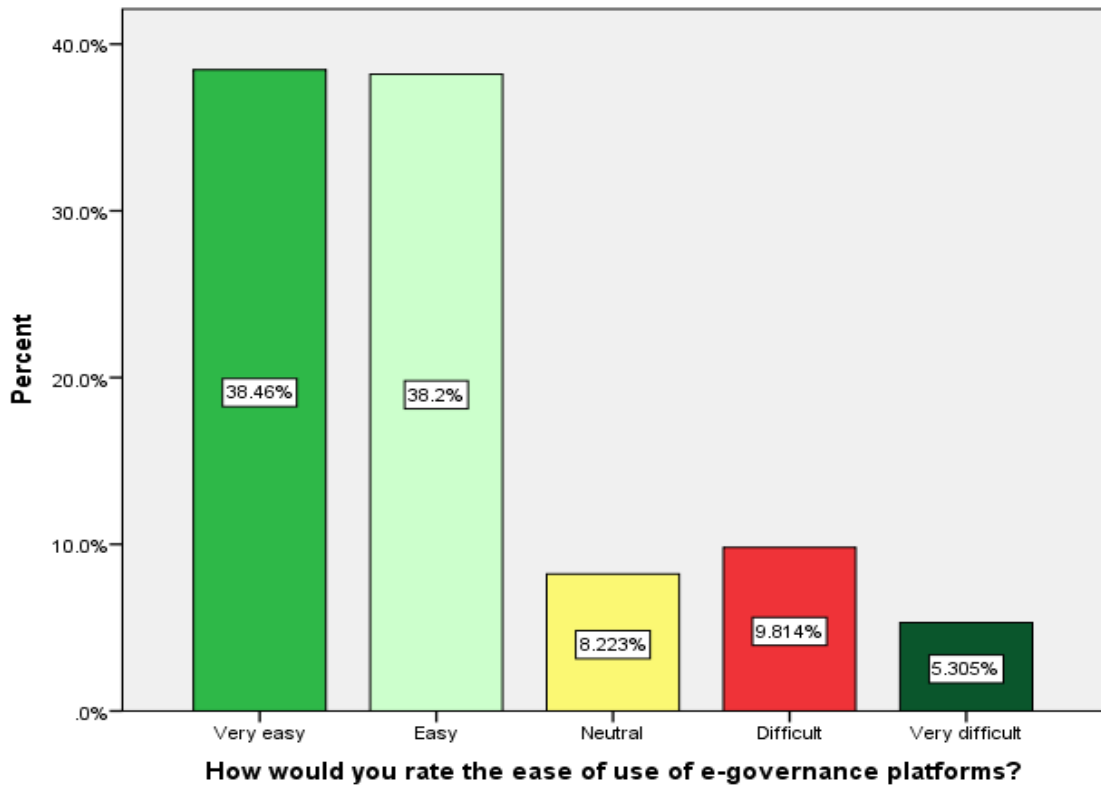
Source: Research findings

The most frequently accessed service is the payment of taxes, with 26.3% of respondents indicating they use e-governance for this purpose. Other popular services include land registration (18.8%) and applications for identity documents (17.8%), demonstrating that these essential services are widely facilitated through digital platforms. Additionally, 16.2% of respondents have accessed social welfare benefits, while 12.5% have used e-governance platforms for healthcare services. Utility services (such as electricity and water) are accessed by a smaller proportion of respondents (5.3%), and 3.2% mentioned accessing other unspecified services. These findings align with the study's objective to examine the influence of e-governance on public service delivery. While key services like taxes, land registration, and identity applications are well-utilized, the lower access rates for healthcare and utility services suggest opportunities for expanding e-governance to cover a broader range of public services, thereby improving accessibility and efficiency for citizens across different sectors.

Expanding e-governance to include more public services, particularly in healthcare and utilities, could improve service delivery, reduce the burden on physical service points, and enhance overall efficiency for citizens across different sectors (Sadiq & Khatun, 2021). The findings support Hypothesis 1 (H1), which suggests that e-governance significantly enhances public service delivery. The widespread use of e-governance for services such as tax payment, land registration, and identity document applications demonstrates the positive impact of digital platforms on the accessibility and efficiency of public services.

#### **4.3.7. The rate of ease of using e-governance platforms**

The chart reflects that the majority of respondents find e-governance platforms in the Gasabo District, Kigali to be user-friendly.



A significant portion, 38.46%, rated the platforms as very easy to use, and another 38.2% found them easy to navigate, meaning a combined 76.7% of users have positive experiences with the usability of these platforms. However, a smaller but important percentage of respondents still face challenges: 9.814% found the platforms difficult, and 5.305% found them very difficult to use. Additionally, 8.223% remained neutral, indicating mixed or inconsistent experiences. This data suggests that while most users find the e-governance platforms accessible and easy to navigate, there is a significant minority that struggles with their functionality. These findings are aligned with the study's objective to improve public service delivery through e-governance. The results indicate the need for further enhancement of platform usability, particularly for users who face difficulties, to make e-governance more inclusive and effective for the entire population. Addressing these usability challenges could increase adoption and satisfaction, ensuring that the benefits of e-governance are extended to a larger segment of the population (Albrecht et al., 2020). Moreover, providing training or support for users who find the platforms difficult could contribute to more inclusive access to public services (Weerakkody et al., 2018). The results support Hypothesis 1 (H1), suggesting that e-governance significantly enhances the provision of public services. The positive feedback

regarding usability indicates that e-governance platforms are accessible to a large portion of the population, thus improving service delivery.

#### 4.3.8. The e-governance improvement on the efficiency of public service delivery compared to traditional methods

The data shows that the majority of respondents believe that e-governance has improved the efficiency of public service delivery compared to traditional methods.

Table 4.3.8 Impact of E-Governance on the Efficiency of Public Service Delivery Compared to Traditional Methods

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	164	42.2	42.2	42.2
Agree	142	36.6	36.6	78.8
Neutral	21	5.3	5.3	84.1
Disagree	49	12.7	12.7	96.8
Strongly Disagree	12	3.2	3.2	100.0
Total	389	100.0	100.0	

Source: Research findings

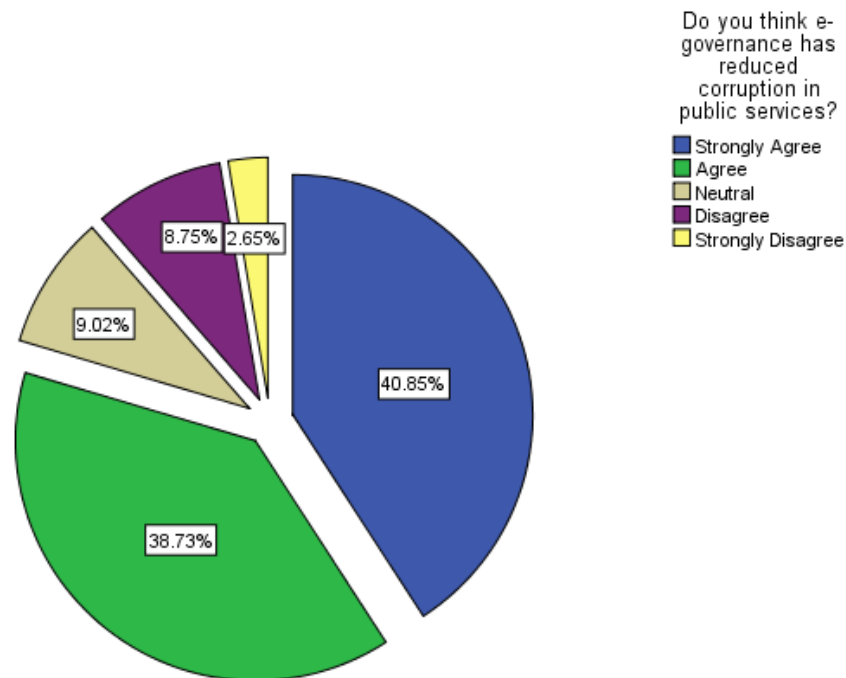
A combined 78.8% of participants either strongly agree (42.2%) or agree (36.6%) that e-governance has led to increased efficiency, indicating a widespread positive perception of the impact of digital platforms on public service processes. However, 12.7% of respondents disagree, and 3.2% strongly disagree, suggesting that about 15.9% of users do not perceive significant improvements or believe that traditional methods may still offer better service. Additionally, 5.3% of respondents remain neutral, neither agreeing nor disagreeing with the statement, possibly indicating that they have not experienced enough of a difference to form a strong opinion. These results are consistent with the study's objective to assess the influence of e-governance on public service delivery, highlighting that while most users feel that e-governance has enhanced efficiency, there is still a minority who have concerns or reservations about the effectiveness of these platforms. The mixed perceptions reported in the survey reflect broader debates in the literature on the effectiveness of e-governance in different contexts. While many studies support the notion that e-governance enhances efficiency (Albrecht et al., 2020), other studies have found that challenges such as digital illiteracy, access to technology, and poor infrastructure can hinder the expected improvements (Sadiq & Khatun, 2021). The results strongly support Hypothesis 1 (H1), which posits that e-governance significantly enhances the provision of public services in Gasabo District. The majority of respondents

feel that digital platforms have increased efficiency, indicating that e-governance is achieving its objective of improving public service delivery.

#### 4.3.9. Reduction of corruption in public services

Corruption in public service delivery is a major challenge for many countries, undermining trust in government institutions and hindering effective governance. E-governance has been proposed as a solution to enhance transparency, reduce opportunities for corrupt practices, and increase public trust in government institutions. This section explores respondents' opinions on whether e-governance has been effective in reducing corruption within public services in Gasabo District, Kigali.

The pie chart reflects respondents' opinions on whether e-governance has reduced corruption in public services.



The majority of respondents hold a positive view, with 40.85% of participants strongly agreeing and 38.73% agreeing that e-governance has effectively reduced corruption. This suggests that nearly 80% of respondents believe e-governance is playing a key role in enhancing transparency and accountability in public services. On the other hand, 9.02%

of respondents remain neutral, possibly indicating that they have not noticed significant changes or are unsure about the effects of e-governance on corruption. Additionally, 8.75% disagree, and 2.65% strongly disagree, expressing skepticism or dissatisfaction with the impact of e-governance in curbing corrupt practices. These findings suggest that while e-governance may contribute to reducing corruption for a majority of respondents, its effectiveness in combating corruption may vary depending on factors such as implementation quality, public awareness, and other systemic issues (Lal, 2017). The mixed responses observed in this study reflect the complexity of addressing corruption through digital means alone. While e-governance platforms can provide increased oversight and create opportunities for greater transparency, other structural reforms and a supportive environment are necessary to address the root causes of corruption (Albrecht et al., 2020). These findings support Hypothesis 2 (H2), which suggests that e-governance positively influences the coordination of public service delivery. The reduction of corruption is a key component of improving the overall functioning and efficiency of public service systems, as greater transparency and accountability enable better coordination among various public institutions (Hassan et al., 2019).

#### 4.3.10 Responsiveness of Government Agencies in using e-governance Platforms

The data reveals that a majority of respondents are satisfied with the responsiveness of government agencies when using e-governance platforms.

Table 4.3.10. Assessment of Government Agencies' Responsiveness on E-Governance Platforms

	Frequency	Percent	Valid Percent	Cumulative Percent
Very responsive	195	50.1	50.1	50.1
Somewhat responsive	125	32.1	32.1	82.2
Neutral	14	3.7	3.7	85.9
Unresponsive	23	5.8	5.8	91.8
Very unresponsive	32	8.2	8.2	100.0
Total	389	100.0	100.0	

Source: Research findings

Specifically, 50.1% of respondents find these agencies to be very responsive, and an additional 32.1% rate them as somewhat responsive, indicating a generally positive perception of how promptly government agencies respond to queries and requests on these platforms. However, a smaller portion of users expressed dissatisfaction, with 5.8% describing the agencies as unresponsive and 8.2% as very unresponsive, making up a total of 14% who are unhappy with the responsiveness. Additionally, 3.7% of respondents

remain neutral, neither praising nor criticizing the responsiveness. While most users experience satisfactory response times, these results suggest a need for improvement to address the concerns of a minority who feel their requests are not being adequately or promptly handled through e-governance platforms. These findings underscore the need for continuous improvement in government agencies' engagement with citizens on e-governance platforms to ensure that all users experience high-quality service (Albrecht et al., 2020; Kettunen & Kallio, 2018). These findings support Hypothesis 1 (H1), which suggests that e-governance enhances public service delivery. The high percentage of respondents who rate government agencies as responsive aligns with the idea that e-governance can improve public service by enabling faster and more efficient communication between citizens and government institutions (Heeks, 2006; Lal, 2017).

#### 4.3.11 Recommendation on e-governance services to others

The results show a highly positive response to the question of whether respondents would recommend e-governance services to others.

Table 4.3.11 Willingness to Recommend E-Governance Services

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	336	86.5	86.5	86.5
ValidNo	53	13.5	13.5	100.0
Total	389	100.0	100.0	

Source: Research findings

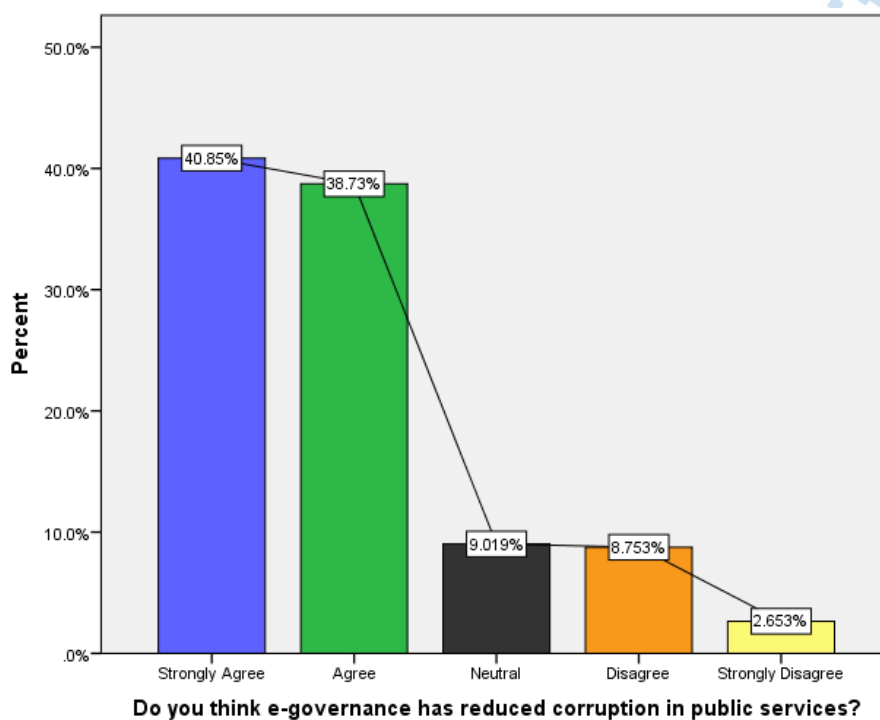
A significant 86.5% of participants indicated that they would recommend these services, suggesting that the majority find e-governance platforms beneficial and effective enough to endorse to others. This reflects user satisfaction with the overall experience, possibly regarding accessibility, convenience, and efficiency. On the other hand, 13.5% of respondents would not recommend the services, which may indicate that this minority has encountered challenges or unsatisfactory outcomes. While the overall recommendation rate is overwhelmingly favorable, the concerns of this smaller group could warrant attention for further service improvement. These concerns may arise from issues such as poor user experience, lack of responsiveness from government agencies, or technical difficulties in navigating the platforms (Kettunen & Kallio, 2018). While the overall recommendation rate is overwhelmingly positive, addressing the concerns of this minority could improve user satisfaction and increase the overall adoption rate of e-governance services. The high percentage of respondents who would recommend e-governance services supports Hypothesis 1 (H1), which asserts that e-governance

enhances public service delivery. The fact that most users are willing to recommend the services suggests that they perceive the platforms to be effective and beneficial, which aligns with the study's objective of assessing the impact of e-governance on public service delivery (Heeks, 2006; Albrecht et al., 2020).

#### 4.3.12. The opinion on e-governance reduction on corruption in public service

The bar chart illustrates respondents' perceptions of whether e-governance has reduced corruption in public services.

#### Evaluation of Government Agencies' Responsiveness on E-Governance Platforms



The majority of participants hold positive views, with 40.85% strongly agreeing and 38.73% agreeing that e-governance has helped to reduce corruption. This suggests that over 79% of the respondents believe e-governance initiatives are effective in enhancing transparency and accountability in public service delivery. A small portion, 9.02%, remained neutral, indicating that they might not have noticed significant changes in corruption levels. Meanwhile, 8.75% disagreed and 2.65% strongly disagreed, showing that a minority feels e-governance has not made a notable impact on reducing corruption. These insights suggest that, while e-governance is generally seen as a tool for combating corruption, there is still room for further improvement to address the concerns of the

dissenting respondents. The minority may have experienced challenges such as lack of trust in digital systems, limited access to technology, or insufficient enforcement of anti-corruption measures in e-governance platforms (Albrecht et al., 2020; Kettunen & Kallio, 2018). The high percentage of respondents who believe that e-governance has reduced corruption supports Hypothesis 2 (H2), which suggests that e-governance positively influences the coordination and effectiveness of public service delivery. By reducing corruption, e-governance likely contributes to more effective service coordination, ensuring that resources are allocated more efficiently and fairly.

#### 4.3.13. The responsiveness of government agencies in using e-governance platforms

The responsiveness of government agencies is a crucial factor in determining the success and effectiveness of e-governance platforms. Prompt and efficient responses can enhance user satisfaction, trust, and encourage further engagement with digital public services (Linders, 2012).

Table 4.3.13. Government Agencies' Responsiveness

	Frequency	Percent	Valid Percent	Cumulative Percent
Very responsive	195	50.1	50.1	50.1
Somewhat responsive	125	32.1	32.1	82.2
Neutral	14	3.7	3.7	85.9
Unresponsive	23	5.8	5.8	91.8
Very unresponsive	32	8.2	8.2	100.0
Total	389	100.0	100.0	

Source: Research findings

The data on the responsiveness of government agencies when using e-governance platforms indicates that the majority of respondents had a positive experience. 50.1% of the participants rated the responsiveness as "very responsive," and an additional 32.1% described it as "somewhat responsive." This suggests that over 80% of the users found government agencies to be generally prompt and responsive when using e-governance platforms.

However, a small fraction of respondents held a less favorable view, with 3.7% remaining neutral, 5.8% finding agencies unresponsive, and 8.2% describing them as very unresponsive. This highlights that while the majority have had a satisfactory experience,

there is still a significant portion of the population that feels there is room for improvement in the responsiveness of e-governance services.

#### 4.3.14. Recommendation on e-governance services

The recommendation of e-governance services by users is a strong indicator of their overall satisfaction and trust in the platforms. When users recommend a service, it generally suggests that the service has met or exceeded their expectations in terms of accessibility, effectiveness, and usability (Kolkowska & Grönlund, 2014).

Table 4.3.14 Recommendation of E-Governance Services to Others

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	336	86.5	86.5	86.5
Valid No	53	13.5	13.5	100.0
Total	377	100.0	100.0	

Source: Research findings

The data on whether respondents would recommend e-governance services to others reveals a strong endorsement for these platforms. A significant majority, 86.5%, of participants, stated that they would recommend e-governance services, indicating a high level of satisfaction and trust in these digital systems. This reflects positively on the perceived efficiency, accessibility, and user-friendliness of the services. However, 13.5% of respondents indicated that they would not recommend e-governance services, which suggests that a portion of users may have faced challenges or unmet expectations. While the majority opinion is positive, this minority points to areas where e-governance services could be improved to gain broader acceptance and satisfaction across all users. These challenges could relate to issues such as technical difficulties, lack of support, slow response times, or poor user experience (Kolkowska & Grönlund, 2014). Despite the positive majority, this minority represents an area where improvements are needed to further enhance user satisfaction and increase the overall effectiveness of e-governance services. H1: There is a significant positive relationship between the responsiveness and effectiveness of e-governance services and the likelihood of recommending these services to others. In other words, users who are satisfied with the responsiveness and effectiveness of e-governance services are more likely to recommend them.

#### 4.4.0. The influence of E-governance on the coordination of public services delivery.

The second objective of this study was to assess how e-governance influenced the coordination of public service delivery. However, it also suggests that traditional methods are still considered more reliable by some respondents.

#### 4.4.1. The improvement of coordination between different public services

The data on whether e-governance has improved coordination between different public services, such as health, education, and taxation, suggests a largely positive outlook among respondents.

Table 4.4.1. The improvement of coordination between different public services

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes, significantly	162	41.9	41.9	41.9
Yes, slightly	200	51.5	51.5	93.4
Valid No improvement	16	4.0	4.0	97.3
Coordination has worsened	11	2.7	2.7	100.0
Total	389	100.0	100.0	

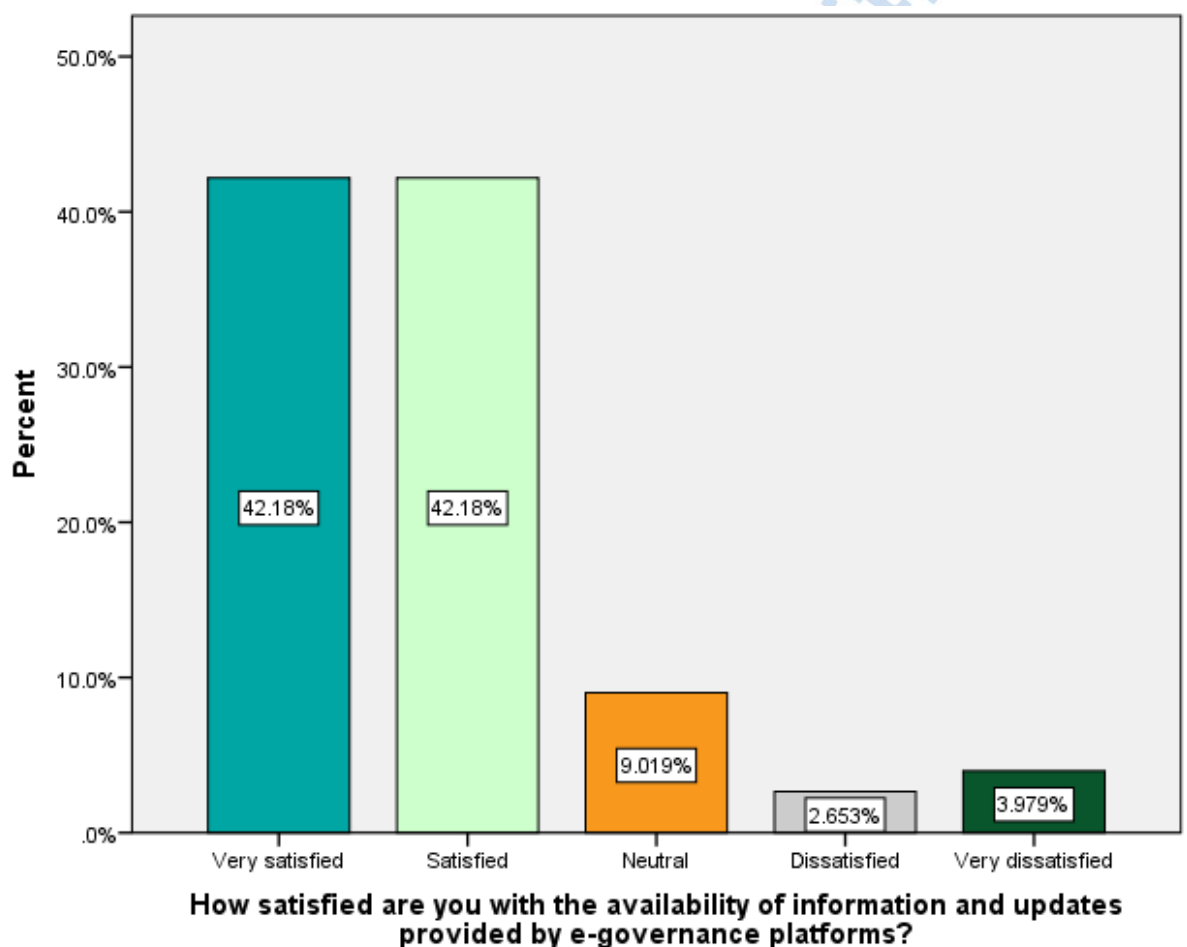
Source: Research findings

A combined 93.4% of participants reported improvements in coordination, with 41.9% stating that the coordination had significantly improved, and 51.5% noting slight improvements. This indicates that most users perceive e-governance as a helpful tool in enhancing the integration and communication between various government services, likely leading to more efficient and streamlined public service delivery. However, a small percentage of respondents expressed dissatisfaction. 4.0% felt there had been no improvement, and 2.7% even believed that coordination had worsened. These views highlight potential areas where e-governance systems might still face challenges or require optimization to ensure seamless collaboration across different sectors. According to Heeks (2006), e-governance enhances transparency and accountability by reducing bureaucratic delays and improving data-sharing across agencies. Similarly, Fountain (2001) argues that digital governance enables seamless communication between government departments, leading to faster service delivery. The findings also support the Institutional Theory used in this study, which posits that digital transformation enhances institutional efficiency by streamlining coordination processes. However, some scholars argue that e-governance alone may not always lead to improved coordination. Bannister

& Connolly (2014) suggest that digital initiatives must be accompanied by institutional reforms to overcome bureaucratic resistance and ensure effective integration. The descriptive statistics strongly support the alternative hypothesis (H<sub>1</sub>), as 93.4% of respondents acknowledged an improvement in coordination.

#### 4.4.2. Satisfaction on the availability of information and updates provided by e-governance platforms

The chart shows user satisfaction regarding the availability of information and updates provided by e-governance platforms.



A significant majority of respondents expressed positive feedback, with 42.18% reporting that they were very satisfied and an equal 42.18% indicating they were satisfied. This combined satisfaction of over 84% suggests that the majority of users find the information and updates on e-governance platforms accessible and timely. The high satisfaction rate suggests that e-governance platforms in Gasabo District are generally effective in providing relevant and timely information. The neutrality expressed by some respondents

may indicate inconsistencies in information delivery or a lack of engagement with these platforms. Meanwhile, the small percentage of dissatisfaction highlights potential gaps in accessibility, user experience, or reliability of the provided information. However, 9.02% of respondents remained neutral, indicating neither satisfaction nor dissatisfaction. A smaller portion of users showed dissatisfaction, with 2.65% being dissatisfied and 3.98% being very dissatisfied. This highlights that while most users are content with the service, a minority feel there is room for improvement in the availability of information and updates on these platforms. The findings align with Heeks (2006), who asserts that e-governance enhances access to public information, improving transparency and service efficiency. Similarly, Fang (2002) highlights that well-functioning e-governance systems facilitate seamless information dissemination, ensuring that citizens receive timely updates. The results also support the Technology Acceptance Model (TAM), which emphasizes that perceived ease of access and usefulness of information significantly influence user satisfaction with digital platforms. However, some studies indicate that the effectiveness of e-governance in information dissemination depends on digital literacy levels and infrastructure quality. Bannister & Connolly (2014) argue that disparities in digital skills and internet access can lead to varying user experiences, which might explain why a small percentage of respondents in this study reported dissatisfaction. H<sub>1</sub>: E-governance significantly enhances the provision of public service delivery in Gasabo District, Kigali, Rwanda. The high satisfaction rate (84.36%) provides strong descriptive support for this hypothesis, suggesting that e-governance platforms contribute positively to the availability of public service information.

#### 4.4.3. The e-governance increased transparency in the delivery of public services

Transparency is a fundamental principle of good governance, ensuring accountability and reducing corruption in public service delivery. E-governance is often implemented to enhance transparency by providing open access to government processes, service tracking, and digital records. This section examines public perceptions of whether e-governance has increased transparency in service delivery in Gasabo District, Kigali.

Table 4.4.3. E-governance increased transparency in the delivery of public services

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes, significantly	180	46.4	46.4	46.4
Valid Yes, slightly	160	41.1	41.1	87.5
No impact	27	6.9	6.9	94.4

Decreased transparency	22	5.6	5.6	100.0
Total	389	100.0	100.0	

Source: Research findings

The data suggests that e-governance has largely been perceived as a positive force in increasing transparency in the delivery of public services. A significant portion of respondents, 46.4%, believe that e-governance has significantly increased transparency, while an additional 41.1% feel it has slightly contributed to greater transparency. Together, this indicates that 87.5% of respondents recognize some level of improvement in transparency due to e-governance. However, a smaller group remains unconvinced, with 6.9% indicating that e-governance has had no impact on transparency. Additionally, 5.6% of respondents even believe that transparency has decreased, suggesting that while e-governance is viewed positively by the majority, there are concerns or issues for a minority of users. Overall, the feedback highlights the success of e-governance in promoting openness but also suggests that further improvements could be made to address the concerns of dissatisfied users. The findings support studies such as Bertot et al. (2010), who argue that e-governance enhances transparency by enabling easy access to government information and reducing discretionary power among public officials. Similarly, Kim et al. (2009) suggest that online platforms reduce bureaucratic inefficiencies, making public service delivery more accountable and accessible. From a theoretical perspective, the Agency Theory posits that e-governance reduces information asymmetry between government agencies and citizens, thereby increasing trust and transparency in service delivery. The Technology Acceptance Model (TAM) also suggests that perceived transparency and ease of access influence citizen adoption of e-governance platforms. However, some scholars, such as Cordella & Tempini (2015), caution that e-governance can sometimes lead to "technocratic opacity," where digital systems obscure accountability due to a lack of digital literacy or opaque algorithmic decision-making. This might explain why a minority of respondents feel that transparency has not improved or has worsened.

#### **4.4.4. The e-governance platforms reduce the cost of accessing public services**

The following table presents respondents' perspectives on whether e-governance platforms have contributed to reducing the cost of accessing public services, such as minimizing travel expenses and reducing paperwork.

Table 4.4.4. The impact of e-governance platforms on reducing the cost of accessing public services

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes, significantly	102	26.3	26.3	26.3
Yes, slightly	240	61.8	61.8	88.1
ValidNo change	26	6.6	6.6	94.7
Increased costs	21	5.3	5.3	100.0
Total	389	100.0	100.0	

Source: Research findings

The data reveals that a significant majority of respondents believe that e-governance platforms have helped reduce the cost of accessing public services. 26.3% of participants feel that costs have been reduced significantly, while a larger share, 61.8%, think that costs have been slightly reduced. This means that nearly 88.1% of respondents have experienced some form of cost savings, particularly in areas like travel expenses and the reduction of paperwork. A small portion of respondents, however, expressed less favorable outcomes. 6.6% believe there has been no change in costs, and 5.3% even report that using e-governance platforms has increased their expenses. These findings suggest that while e-governance is generally viewed as a cost-effective alternative to traditional service access methods, a minority of users either haven't benefited or have encountered new costs, highlighting areas where improvements could be made. Existing studies support the notion that e-governance contributes to cost reduction by streamlining bureaucratic processes and minimizing the need for physical interactions. Cordella and Tempini (2015) highlight that digital governance improves efficiency by cutting down administrative overhead costs. Similarly, Bertot, Jaeger, and Grimes (2010) argue that e-government enhances transparency while reducing corruption-related inefficiencies, further contributing to cost reductions. However, some studies also indicate that initial adoption costs, lack of digital literacy, and infrastructure challenges may create financial barriers for certain user groups (Kim, Kim, & Lee, 2009). This could explain why a small percentage of respondents reported no cost savings or even an increase in expenses. These findings align with Hypothesis H1, which posits that E-governance significantly enhances the provision of public service delivery in Gasabo District, Kigali, Rwanda. The reported cost reductions demonstrate that e-governance improves service accessibility and affordability, making public service delivery more efficient. Furthermore, the findings

also support Hypothesis H4, which suggests that implementing specific measures will significantly enhance e-governance, leading to improved public service delivery.

**4.5.0. The influence of E-governance on the control of public services delivery.**

The ability to control and regulate public service delivery through e-governance is another significant aspect examined in this study. Transparency in public services is essential for ensuring accountability, reducing corruption, and fostering public trust.

**4.5.1. Transparent of public services accessed through e-governance platforms compared to traditional methods**

The data indicates that nearly half of the respondents, 49.6%, find public services accessed through e-governance platforms to be more transparent compared to traditional methods.

Table 4.5.1. The influence of e-governance

	Frequency	Percent	Valid Percent	Cumulative Percent
More Transparent	192	49.6	49.6	49.6
The same level of Valid transparency	186	47.7	47.7	97.3
Less transparent	11	2.7	2.7	100.0
Total	389	100.0	100.0	

Source: Research findings

This suggests that a substantial portion of users perceive a positive impact on transparency due to the digitization of services. However, 47.7% of respondents feel that the level of transparency remains the same as with traditional methods. This group may believe that while e-governance platforms have streamlined access to services, they have not necessarily enhanced transparency. Only a small fraction, 2.7%, consider these platforms to be less transparent than traditional methods. While there is broad approval of e-governance platforms in terms of improving transparency, a significant number of users remain neutral, signaling room for further improvement. The positive perception of increased transparency aligns with the core principles of e-governance, which include openness, accountability, and efficiency in public service delivery. Digital platforms reduce bureaucratic inefficiencies, minimize human intervention, and provide real-time

service tracking, all of which contribute to greater transparency (Bertot, Jaeger, & Grimes, 2010). However, the nearly equal share of respondents who see no change in transparency suggests that while e-governance enhances efficiency, it may not necessarily guarantee greater openness. Some users may feel that government systems remain complex, even in digital formats, or that information is not fully accessible online (Kim, Kim, & Lee, 2009). The small percentage of respondents who perceive less transparency might reflect concerns about digital security, potential manipulation of online data, or lack of clarity in how decisions are made within e-governance frameworks. Studies have shown that issues like data privacy concerns and digital illiteracy can create barriers to trust in e-government services (Cordella & Tempini, 2015). These findings support Hypothesis H2, which states that E-governance improves transparency in the control and delivery of public services in Gasabo District, Kigali, Rwanda. The fact that nearly half of respondents find digital platforms more transparent than traditional methods reinforces the idea that e-governance is playing a crucial role in making public services more open and accountable.

However, the results also highlight the need for targeted interventions to improve the perceived transparency of digital public services, especially among those who see no change or reduced openness. This aligns with Hypothesis H4, which posits that specific enhancements in e-governance implementation can lead to improved service delivery outcomes.

#### **4.5.2. The e-governance increases the ability to control the quality of services received from public offices**

The data reveals that a majority of respondents, 62.9%, believe that e-governance has increased their ability to control the quality of services they receive from public offices.

Table 4.5.2 E-Governance on Enhancing the Ability to Control the Quality of Services Received from Public Offices

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	244	62.9	62.9	62.9
No	109	27.9	27.9	90.7
Not sure	36	9.3	9.3	100.0
Total	389	100.0	100.0	

Source: Research findings

This implies that most users feel empowered by digital platforms, which allow them to submit complaints, monitor service delivery, and engage more actively with public services. However, 27.9% of the respondents do not feel that e-governance has improved their control over service quality, suggesting that for some, the platforms may not be as effective or accessible in influencing service standards. Additionally, 9.3% are unsure, reflecting a level of uncertainty or limited interaction with these systems. While a significant portion of the population appreciates the enhanced oversight and involvement that e-governance platforms provide, there is still a sizable group that remains unconvinced or uncertain about the platforms' impact on service control. Studies have found that factors such as poor internet access, digital illiteracy, and inadequate government responsiveness can hinder the effectiveness of digital service delivery systems (West, 2004). These findings provide evidence for Hypothesis H3, which posits that E-governance increases citizens' ability to control the quality of services received from public offices in Gasabo District, Kigali, Rwanda. The fact that 62.9% of respondents feel empowered by digital platforms supports the idea that e-governance enhances service accountability and citizen engagement.

#### 4.5.3. The easy way to monitor the status of services through e-governance platforms

The data shows that 40.3% of respondents find it very easy to monitor the status of services (e.g., application status, approval processes) through e-governance platforms, indicating that a significant portion of users have a positive experience with the transparency and accessibility of these platforms.

Table 4.5.3. the ways to monitor the status of services through e-governance platforms

	Frequency	Percent	Valid Percent	Cumulative Percent
Very easy	156	40.3	40.3	40.3
Somewhat easy	102	26.3	26.3	66.6
Valid Difficult	79	20.2	20.2	86.7
Not available	52	13.3	13.3	100.0
Total	389	100.0	100.0	

Source: Research findings

An additional 26.3% of respondents find it somewhat easy, which suggests that more than two-thirds (66.6%) of users overall perceive the process of tracking service status through e-governance platforms to be generally accessible. However, 20.2% report finding it difficult, showing that for a portion of users, the monitoring functions may be less

intuitive or user-friendly. Additionally, 13.3% indicate that such functionality is not available, suggesting gaps in service transparency for certain platforms or services. While most users find the e-governance platforms relatively easy to navigate for monitoring purposes, there is still a notable minority that faces challenges in using these features. These findings align with e-governance theories that emphasize transparency, accessibility, and user engagement as key indicators of success (West, 2004). Digital governance platforms reduce bureaucratic inefficiencies by providing real-time service tracking, which increases citizen satisfaction and trust in public institutions (Bertot, Jaeger, & Grimes, 2010). These findings provide support for Hypothesis H4, which posits that E-governance enhances service transparency by enabling real-time status tracking. The fact that 66.6% of respondents find it easy or somewhat easy to monitor services supports this claim.

#### 4.5.4. The notice of improvement in government accountability due to the implementation of e-governance

The data reveals that a majority of respondents, 67.9%, believe there has been an improvement in government accountability due to the implementation of e-governance.

Table 4.5.4 Perceived Improvement in Government Accountability Due to E-Governance Implementation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	264	67.9	67.9	67.9
No	94	24.1	24.1	92.0
Not sure	31	8.0	8.0	100.0
Total	389	100.0	100.0	

Source: Research findings

This suggests that the majority of users perceive e-governance platforms as having a positive impact on holding public officials and agencies more accountable. However, 24.1% of respondents indicate that they have not noticed any improvement in accountability, pointing to a significant minority who may feel that e-governance has not yet addressed transparency or accountability issues effectively. Additionally, 8% of respondents are unsure whether e-governance has had an impact on accountability, indicating that while most users have formed an opinion, some are uncertain about the platform's effectiveness in this regard. The data suggests a strong perception of improved

government accountability, though there is still a notable segment of users who are either skeptical or unsure about the changes brought about by e-governance. Literature on e-governance emphasizes the role of digital platforms in promoting transparency and accountability in public administration (Gupta & Arora, 2016). For instance, Jaeger et al. (2015) argue that e-governance systems can help reduce corruption by making information more accessible and providing mechanisms for citizen participation. This is consistent with the findings, where the majority of respondents perceive e-governance as improving government accountability. However, the minority of respondents who perceive no improvement or are unsure may point to findings by Saxena (2016), which argue that the effectiveness of e-governance platforms can be hampered by factors such as lack of access, digital illiteracy, and technological limitations. Therefore, while the majority view is positive, the results suggest that further improvements and user engagement could enhance the effectiveness of e-governance platforms in fostering accountability. The findings align with H1, which states that e-governance significantly enhances the provision of public service delivery. If accountability is improved through e-governance, the quality and responsiveness of public service delivery are also likely to improve.

#### **4.6. Measures to Enhance E-Governance for Improved Public Service Delivery.**

To maximize the effectiveness of e-governance and enhance public service delivery in Gasabo District, several measures should be considered. The study indicates that e-governance has positively influenced public service delivery, particularly in terms of speed, accessibility, and transparency. A majority (54.4%) of respondents rated service speed as fast or very fast, showing that digital platforms have significantly improved service delivery times. However, 27.1% of respondents still find the platforms slow, signaling areas for improvement. Additionally, a strong 82.2% satisfaction rate with service availability suggests that e-governance platforms are widely accessible to residents. Expanding digital infrastructure and ensuring wider internet connectivity can bridge service gaps and allow more residents to benefit from e-governance platforms. Mobile-friendly and providing digital literacy training can improve usability. Public awareness campaigns should be conducted to educate citizens on how to use e-governance services effectively. A significant portion of respondents, 46.4%, believe that e-governance has significantly increased transparency, while an additional 41.1% feel it has slightly contributed to greater transparency. Increasing transparency mechanisms can

strengthen public trust in digital services, such as implementing open data initiatives, establishing clear feedback mechanisms, and ensuring timely responses to public inquiries, will promote accountability. The study found that enhancing e-governance for improved public service delivery requires several key measures. Respondents suggested that additional services, such as real-time tracking of applications, expanded e-payment options, and AI-driven customer support, should be incorporated into e-governance platforms to increase efficiency. To improve the effectiveness of e-governance services, the government should invest in user-friendly interfaces, enhance system integration across different agencies, and implement robust cybersecurity measures. Accessibility could be improved by expanding internet infrastructure, particularly in rural areas, and providing digital literacy training for citizens. Additionally, respondents emphasized that citizens should play a proactive role in reporting system inefficiencies, participating in feedback mechanisms, and advocating for further digital transformation. Overall, while e-governance has significantly improved public service delivery, continuous investments in technology, accessibility, and public engagement are necessary to optimize its benefits.



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## **CHAPTER 5. SUMMARY, CONCLUSION, AND RECOMMENDATIONS**

### **5.0 Introduction**

This chapter presents a summary of the study findings, the conclusions drawn based on the research objectives, and key recommendations for improving e-governance in public service delivery in Gasabo District, Kigali, Rwanda. The study examined the influence of e-governance on service provision, coordination, and control, as well as the measures needed to enhance digital governance for more effective service delivery. The findings highlight both the benefits and challenges of e-governance, emphasizing areas that require further improvement to ensure equitable access and efficiency.

### **5.1 Summary**

The study aimed to assess the influence of e-governance on public service delivery in Gasabo District, Kigali, Rwanda, focusing on its impact on accessibility, efficiency, coordination, and user satisfaction. Firstly, regarding the influence of e-governance on the provision of public service delivery, findings indicate that e-governance has generally improved accessibility and efficiency. Most respondents reported positive experiences in terms of service speed and availability, with over 82% expressing satisfaction with e-governance services. However, challenges remain, particularly with service speed, as 27.1% of respondents rated it as slow.

Secondly, in assessing the influence of e-governance on the coordination of public service delivery, the study found that digital platforms have enhanced communication and integration among government agencies. Improved coordination has led to streamlined processes and reduced bureaucratic delays, contributing to better service outcomes. 93.4% of participants reported improvements in coordination, with 41.9% stating that the coordination had significantly improved, and 51.5% noting slight improvements.

Thirdly, regarding the influence of e-governance on the control of public service delivery, findings reveal that digital governance mechanisms have enhanced transparency and accountability. Automated systems and digital tracking have minimized errors and opportunities for corruption, thereby strengthening trust in public institutions. 49.6% of respondents find public services accessed through e-governance platforms to be more transparent compared to traditional methods, while 47.6% feel like there is no change on the control of public service.

Lastly, in identifying measures to enhance e-governance for improved public service delivery, the study highlights the need to improve internet accessibility, increase the user-friendliness of digital platforms, and ensure inclusivity across different demographics. Notably, 86.2% of respondents with regular internet access were more likely to benefit from e-governance services, emphasizing the role of digital infrastructure inequitable service delivery. Overall, while e-governance has significantly improved service provision, coordination, and control, further efforts are needed to enhance usability, address accessibility gaps, and optimize service speed for all citizens.

## **5.2 Conclusion**

Firstly, the study finds that the delivery of public services in Gasabo District has benefited greatly from e-governance, especially in terms of increased accessibility, efficiency, coordination, and openness. Digital platforms have significantly shortened bureaucratic turnaround times, enhanced responsiveness, and enabled real-time communication between government departments, all of which have led to more efficient and responsible service delivery. However, they are not without limitations, particularly for users facing digital literacy barriers or the internet.

Secondly, communication and service workflows have been greatly improved by e-governance. Delivery of public services has become more efficient and well-organized as e-governance. However, difficulties still exist, particularly in guaranteeing constant updates across platforms and enabling smooth system interoperability, which highlights the necessity for continuous institutional and technical advancements.

Thirdly, e-governance has strengthened accountability and transparency procedures in control and monitoring, which lowers the possibility of mistakes and corruption. However, appropriate user training, regular enforcement, and good implementation are necessary for these systems to be effective. Compliance monitoring flaws indicate that more funding is needed for digital governance capabilities and oversight structures.

Finally, the study emphasizes the significance of enhancing digital infrastructure, encouraging digital literacy, the internet, and guaranteeing user-centered design of e-governance platforms for sustainability and inclusion. Improvements in public service

delivery run the risk of excluding marginalized people if the digital divide is not addressed, particularly among those with restricted internet access.

### **5.3 Recommendations**

1. The influence of e-governance on the provision of public service delivery.

The researcher recommends that the government simplify the design and interface of digital platforms to make them more user-friendly while implementing targeted digital literacy programs for older populations and individuals with limited technical skills. The Ministry of ICT and Innovation should lead this initiative in collaboration with local government offices to ensure accessibility and effectiveness in improving the utilization of e-governance services.

2. The influence of e-governance on the coordination of public service delivery.

It is recommended that the Rwanda Information Society Authority (RISA) collaborate with relevant ministries to develop a centralized digital framework that ensures seamless integration of e-governance services across various government agencies. This framework should improve system interoperability, promote better communication, reduce inefficiencies, and minimize redundancies, resulting in more responsive and streamlined public service delivery.

3. The Influence of e-governance on the control of public service delivery.

The research recommends that RISA, in collaboration with local government authorities, integrate real-time tracking mechanisms and strengthen automated auditing tools into e-governance platforms. These measures will allow citizens to monitor the status of their service requests, enhancing accountability, fostering trust, and improving transparency in public service delivery. Additionally, the automated auditing tools will help detect and prevent inefficiencies or irregularities, further ensuring effective oversight.

4. Measures to Enhance E-Governance for Improved Public Service Delivery.

It is recommended that internet connectivity be expanded, particularly in underserved areas where a significant portion of the population lacks regular access. Public-private partnerships should be leveraged to increase broadband penetration, with the Rwanda Utilities Regulatory Authority (RURA) and telecommunication companies taking the lead in directing investments into rural and low-income communities. This will help bridge the digital divide and ensure equitable access to e-governance services for all citizens.

### **5.3 Recommendations for Further Research**

To better understand how e-governance affects the provision of public services, further research is necessary.

Further Future research could:

1. Assess the effectiveness of digital coordination between government agencies to address system update inconsistencies and improve integration.
2. Assess the effectiveness of digital literacy programs in improving citizen engagement with e-governance platforms.
3. Research on the challenges of internet accessibility in rural areas and its implications for digital inclusion would also provide valuable insights for policymakers.



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## **APPENDIX I: INTRODUCTION**

I **AKADATA Liliane**, am a graduate student at Mount Kenya University seeking a Master of Arts in development studies. "**INFLUENCE OF E-GOVERNANCE ON PUBLIC SERVICES DELIVERY in Gasabo District; Case study of GIKOMERO sector, GASABO District**" is the subject of a research paper I'm undertaking for my degree. Your feedback on the aforementioned topic is what this study aims to collect. All of the responses, including yours, will offer insightful advice on how to foster a positive culture that will enhance academic success at the schools' request, and the feedback will be made available. I guarantee the privacy of your answers to the questionnaires. We shall greatly appreciate your affirmative answer.

Thank you in advance.

Yours sincerely,

AKADATA Liliane



## APPENDIX II: QUESTIONNAIRE FOR THE RESPONDENTS.

### Section A For the General Public

#### General Information:

1. **Gender** Male  Female

2. **Age group**

Below 30

between 30-40

between 40-50

between 50-60

above 60

**I. The influence of E-governance on the provision of public services delivery in Gasabo District, Kigali, Rwanda.**

4. How aware are you of e-governance initiatives in your sector?

A. Very aware

B. Somewhat aware

5. Do you have regular access to the internet?

A. Yes

B. No

6. How user-friendly do you find the e-governance platforms (websites, apps)?

A. Very easy to use.

B. Easy to use.

C. Neutral

D. Difficult to use.

E. Very difficult to use.

7. How would you rate the speed of service delivery through e-governance platforms?

- A. Very fast
- B. Fast
- C. Moderate
- D. Slow
- E. Very slow

8. How satisfied are you with the availability of e-governance services in your area?

- A. Very satisfied
- B. Satisfied
- C. Neutral
- D. Dissatisfied
- E. Very dissatisfied

9. Which public services have you accessed through e-governance? (Select all that apply)

- A. Payment of taxes
- B. Application for identity documents
- C. Social welfare benefits
- D. Healthcare services
- E. Utility services (electricity, water)
- F. Land Registration
- G. Other (please specify)

10. How would you rate the ease of use of e-governance platforms?

- A. Very easy
- B. Easy
- C. Neutral
- D. Difficult
- E. Very difficult

11. In your opinion, has e-governance improved the efficiency of public service delivery compared to traditional methods?

- A. Strongly agree.
- B. Agree

- C. Neutral
- D. Disagree
- E. Strongly disagree.

12. Do you think e-governance has reduced corruption in public services?

- A. Strongly agree.
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly disagree.

13. How would you rate the responsiveness of government agencies when using e-governance platforms?

- A. Very responsive
- B. Somewhat responsive
- C. Neutral
- D. Unresponsive
- E. Very unresponsive

14. Would you recommend e-governance services to others?

- A. Yes
- B. No

**II. The influence of E-governance on the coordination of public services delivery in Gasabo District Kigali, Rwanda.**

15. Do you feel that e-governance has improved the coordination between different public services (e.g., health, education, and taxation)?

- A. Yes, significantly.
- B. Yes, slightly.
- C. No improvement

D. Coordination has worsened.

16. How satisfied are you with the availability of information and updates provided by e-governance platforms?

A. Very satisfied

B. Satisfied

C. Neutral

D. Dissatisfied

E. Very dissatisfied

17. In your opinion, has e-governance increased transparency in the delivery of public services?

A. Yes, significantly.

B. Yes, slightly.

C. No impact

D. Decreased transparency.

18. Have e-governance platforms reduced the cost of accessing public services (e.g., travel costs, paperwork)?

A. Yes, significantly.

B. Yes, slightly.

C. No change

D. Increased costs

**III. The influence of E-governance on the control of public services delivery in Gasabo District Kigali, Rwanda.**

19. How transparent do you find public services accessed through e-governance platforms compared to traditional methods?

A. More Transparent

B. Same level of transparency

C. Less transparent

20. Do you feel that e-governance has increased your ability to control the quality of services you receive from public offices (e.g., submitting complaints, monitoring service delivery)?

A. Yes

B. No

C. Not sure

21. How easy is it to monitor the status of services (e.g., application status, approval processes) through e-governance platforms?

A. Very easy

B. Somewhat easy

C. Difficult

D. Not available

22. Have you noticed an improvement in government accountability due to the implementation of e-governance?

A. Yes

B. No

C. Not sure

#### **IV. Measures that Enhance E-governance for Improved Public Service Delivery**

23. What additional services would you like to see made available through e-governance platforms?

24. What do you think the government could do to improve the effectiveness of e-governance services?

25. In your opinion, how could e-governance platforms be made more accessible to all citizens?

26. What role do you think citizens should play in improving the efficiency of e-governance?

27. Would you recommend the use of e-governance services to others?

o Yes

o No

28. Additional comments or suggestions on improving e-governance services?

**THANK YOU!**



## **APPENDIX III: THE INTERVIEW GUIDE**

### **Personal/Professional Information:**

- a. Can you please describe your current role and responsibilities?
- b. How are you involved in e-governance initiatives?

### **A. The influence of E-governance on the provision of public services delivery in Gasabo District, Kigali, Rwanda.**

1. In what ways has e-governance improved the delivery of public services in your area?
2. Can you provide specific examples of services that have seen significant improvements?
3. How has the implementation of e-governance tools influenced the efficiency of public service delivery?
4. To what extent has e-governance increased accessibility to public services for citizens, particularly marginalized groups?
5. What technical challenges have you encountered with e-governance implementation?
6. How have issues related to infrastructure and technology affected service delivery?
7. How has the skill level of public sector staff impacted the effectiveness of e-governance?
8. What training or capacity-building measures have been implemented?
9. How has public perception of e-governance influenced its adoption?
10. What policies or strategies have been put in place to support e-governance in public service delivery?
11. How effective have these policies been in addressing the needs of service users?

### **B. The influence of E-governance on the coordination of public services delivery in Gasabo District, Kigali, Rwanda.**

12. How has the implementation of e-governance tools influenced the coordination between different public service departments?
13. Can you provide examples of improved or hindered coordination due to e-governance?
14. In what ways has e-governance influenced the efficiency and effectiveness of public service delivery?
15. What are the main challenges or barriers encountered in the use of e-governance for public service coordination?
16. How have these challenges been addressed or mitigated?
17. What key lessons have been learned from your experience with e-governance in public service coordination?

18. What recommendations would you offer to other departments or countries considering similar initiatives?

**C. The influence of E-governance on the control of public services delivery in Gasabo District, Kigali, Rwanda.**

19. How has e-governance influenced transparency and accountability in public service management?

20. Are there any systems in place for tracking and reporting service delivery outcomes?

**D. Measures that Enhance E-governance for Improved Public Service Delivery**

21. What future initiatives are planned to enhance e-governance in public service delivery?

22. How do you envision e-governance evolving in the next 5-10 years, particularly in terms of public service delivery?

23. What recommendations do you have for improving the effectiveness of e-governance systems to better serve citizens?

**Thank you for your time and contributions.**



#### APPENDIX IV: BUDGET

While carrying out my research, the researcher needs accountability to assist in this process of research, which is why I planned to use the amount in the following ways.

Items	Amount
Transports	150,000frw
Preparation for focus group discussion	100,000frw
Facilitation	10,000frw
Printing questionnaires	50,000frw
Airtime	10,000frw
<b>TOTAL AMOUNT</b>	<b>320,000frw/31,161KSH</b>

#### APPENDIX V: THE WORK PLAN OF DATA COLLECTION,

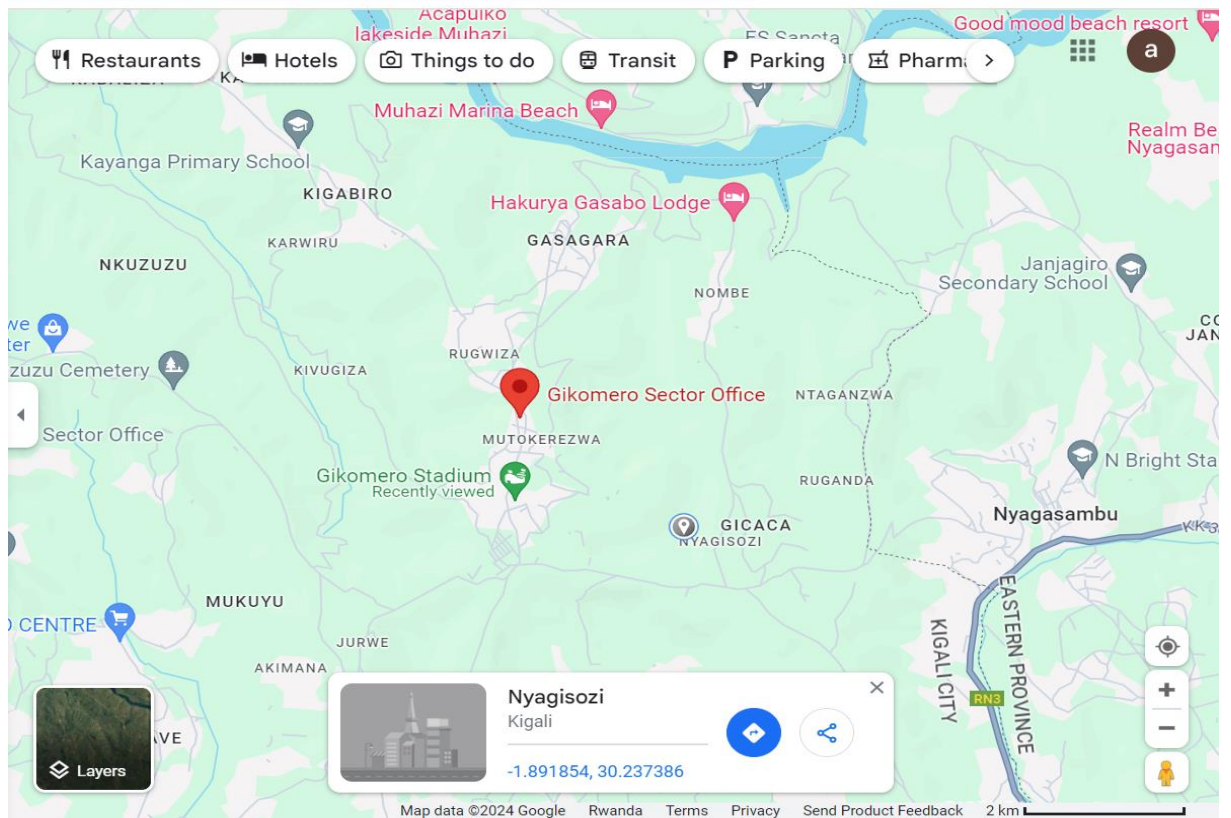
The work plan for data collection includes outlining the tasks, timelines, and responsibilities. Here's the work plan for collecting data over four weeks in January 2025.”

Activity	10 <sup>th</sup> -13 <sup>th</sup> January 2025	14 <sup>th</sup> -17 <sup>th</sup> January 2025	20 <sup>th</sup> -24 <sup>th</sup> January 2025	27 <sup>th</sup> -31 <sup>st</sup> January 2025
Planning and Preparation				
data collection at designated sites or with target participants				
Monitor progress and address any immediate issues.				
Conduct preliminary data quality checks and validations.				
Resolve any discrepancies or incomplete data.				

compiling collected data				
Verify data completeness and accuracy.				
Perform data analysis				
Prepare data analysis findings.				
Share findings with the Supervisor.				



## APPENDIX VI: RESEARCH SITE MAP



Mount Kenya

## **APPENDIX: VII: INFORMED CONSENT FORM**

Title of the Study: Influence of e-governance on Public Services Delivery in Gasabo District in Kigali, Rwanda

Principal Investigator: Liliane Akadata

### **Introduction:**

You are invited to participate in a research study conducted by Liliane Akadata from Mount Kenya University. Please take your time to read this form carefully and ask any questions you may have before deciding whether to participate.

### **Purpose of the Study**

The purpose of this study is to examine the influence of E-governance on public service delivery in the Gasabo district in Kigali Rwanda.

### **Procedures:**

If you agree to participate, you will be asked to describe the specific procedures participants will undertake in the survey. The estimated time commitment for participation is approximately 15 minutes.

### **Confidentiality:**

Your identity and personal information will not be referenced in any way throughout the research.

### **Voluntary Participation:**

Participation in this study is voluntary. You may choose not to participate or withdraw at any time without penalty or loss of benefits to which you are otherwise entitled.

### **Contact Information:**

If you have any questions about the study, you may contact Liliane Akadata at the contact number +250782233290.

### **Consent:**

I have read the above information, and I voluntarily agree to participate in this study. I understand that I may withdraw from the study at any time without consequences. By signing below, I acknowledge that I have received a copy of this form for my records.

Participant's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name of Participant: \_\_\_\_\_

Researcher's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Witness's Signature (if applicable): \_\_\_\_\_

Date: \_\_\_\_\_

