



Digital Governance Initiative: Evaluating the Effect on Secured Transparency and Accountability in the Lagos State Civil Service

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Abstract

Accountability is critical to every organisation as it forms the basis of transparency. Broadly, this paper explored the how digital governance initiative has influenced the enhancement of accountability and transparency in the Lagos State Civil Service. Specifically, it assesses the effect of digital governance on transparency and accountability initiative in Lagos State Civil Service and analysed the issues of accountability and transparency in the study area. A descriptive research design was adopted for this study using a simple random technique approach from a sample of 160 respondents. Findings shows that that application of digital governance initiative enhanced transparency, that there was enhanced auditing and monitoring practice through the application of digital governance initiative. However, digital governance application faced issues such as lack of modern digital tool, digital divide and digital literacy in securing sound accountability and transparency in the Lagos State Civil Service. The paper concluded that digital governance initiative has had fair positive effect on transparency and accountability in Lagos State Civil Service. The study recommends through increased transparency, digital governance can help make government operations more trustworthy by providing employees and citizens at large, with access to data on public finances, laws, and programmes. This increased transparency could help reduce corruption and promote accountability.

Key words: *Accountability, Transparency, Digital, Governance, e-governance, e-government.*

Introduction

Globally, when the main goal of the Millennium Development Goals (MDGs) in the twenty-first century, is to promote good governance through mutually beneficial state-citizen interaction, transparency and accountability in public sector management have become global concerns. Effective supervision of the government's administrative apparatus is essential. "Active disclosure" of governance information to important stakeholders, such as the general public, auditors, and any other organisation serving as a watchdog over public officials, is necessary for effective monitoring. Since the public now has such easy access to knowledge on governance, most involved and local people need to stay informed about issues pertaining to local, national, regional, and global governance and politics (OECD, 2023).

Digital Government for Development (2023) posits that an appreciable and acceptable degree of governments, globally embracing digital governance is fundamentally changing with the advent of digital governance. Worldwide, most governments are using information technological power in revolutionary forms, particularly in establishing quantifiable

administrative goals to enhancing the delivery of public services; from adopting evidence-based policies to making data-driven decisions, from guaranteeing increased transparency and accountability aimed at fostering higher public confidence. A framework for defining duties, responsibilities, and power of making decisions for an organisation's digital existence; that is, its mobile sites, websites, social media accounts, among other internet-based or web-enabled services is known as digital governance. Moreover, digital governance framework can also be viewed as a structure that transfers decision-making power for specific digital services from the organisational core to other organisational components (Welchman, 2014).

Information and communication technology (ICT) integration in the public sector that is purposeful is known as "digital governance," is becoming more widely recognised as a revolutionary strategy to improve governmental accountability and transparency (Lnenicka & Nikiforova, 2021). Despite the intense discussion surrounding information practices theory concepts like transparency, the use of ICT has not demonstrated that algorithm systems inclusion into digital services that are provided by

governments are transparent (Janowski, Janssen, & Matheus, 2021).

Numerous issues, including inadequate income data collection and analysis, opaque accounting, ineffective internal control, and financial reporting, plague the Lagos State Civil Service today (Eze et al., 2004). Technology has profoundly changed many facets of human existence, including how governments engage with the public and provide public services (Nkwe, 2012).

It is abundantly evident that the presence of moral principles and civil servant accountability in Nigeria is the primary way to guarantee the Nigerian government's adherence to the standards of responsible leadership and good governance (Rasheed, 1995). The hallmarks of successful government are accountability and ethics, which confer legitimacy and garner public support. It is impossible to overstate the importance of ethics and accountability in building a government that will be receptive to the desires and ambitions of the populace. The moral guidelines that govern a civil servant's actions are called ethics. It entails supporting and endorsing the notion of appropriate and inappropriate behaviour (Rasheed, 1995).

It is only possible to have Lagos State civil servants officials hired, not elected, to fulfil the government's statutory duty of providing services if they are aware of the codes of conduct designed to maintain accountability and efficient service delivery (Rasheed, 1995). This essentially means that the implementation of regulatory mechanisms which constitutes public service norms is necessary to ensure accountability in the study area. The people want accountability from those who are expected to provide services, both in terms of accomplishments and shortcomings, and from those who are entrusted with the management and distribution of public monies, regarding how those funds are used (Okigbo, 1999).

Establishing regulatory systems can facilitate the attainment of accountability in the study area. Many Nigerians on the right have expressed disapproval at the civil servants' lack of response to their constitutional duties. The actions of federal workers clearly reflect an accountability deficiency and an accountability issue. Their mercenary and self-serving interests dictate how they operate. Against this backdrop, this study analyses the effect of applying digital governance initiative to enhancing accountability and transparency in the Lagos State Civil Service.

Problem Statement

Nigeria's issue of inadequate accountability in the public sector has grown to be a major worry, resulting in pervasive corruption and inefficiencies in service delivery. Notwithstanding the inherent potentials of e-government in improving accountability, efficiency, and transparency, its

uptake in Nigeria is still restricted, particularly in the study area. The effective administration of e-governance projects in Nigeria faces an array of problems, which among others include lack of competent human resources, reluctance to change, and inadequate ICT infrastructure (Agwu, 2014). Regarding quality of services provided publicly to residents is negatively impacted by this circumstance, and public confidence in government institutions is decreased. Nigeria's public sector is rife with corruption and accountability issues, which has a serious negative effect on the country's growth and socioeconomic advancement. The constraint uptake of digital governance in Nigeria begs the question of whether it can enhance public accountability, especially in institutions that offers public services such as the Lagos State Civil Service.

Transparency concerns within the Lagos State Civil Service pertain to a situation when public personnel, acting alone or in concert, seem to misuse their positions in a way that undermines public trust. Anger (2002) pointed out that attempts to pursue some kind of personal benefit at the expense of the public might also give rise to such unethical actions. Conflicts of interest, allegiances, or ideals are also relevant. When enforcing policies, civil servants often transgress the ethical standards of neutrality, loyalty, respect, civility, and integrity. On the other hand, accountability is a persistent problem for the Nigerian Civil Service. Accountability issues can take various forms, such as corruption, red tape, nepotism, and the wastage of material and human resources. Among these issues, corruption stands out the most.

The civil service has a bad reputation due to the widespread and pervasive influence of unethical behaviour, such as tribalism, syphoning of public funds, corruption, bribery, and other fraudulent behaviours that the civil officers were portraying. The institutional framework for enforcing ethical and accountability standards is weak, which has made the previously mentioned ethical deficit actions in the civil service worse. Given the significance of accountability and transparency in government, particularly in the digital age, this research is highly relevant as it considers two specific objectives by evaluating digital governance initiative effect on accountability of civil servants and issues of transparency and accountability in the study area. It is anticipated that the findings of this study will give the public, policymakers, and government new perspectives on how e-government might be utilised to raise the standard of public services

Conceptual Nexus

Digital Governance

The foundation of digital governance is based on the sense that more access to information underscores resultant increased public trust in government, better institutional accountability, and increased citizen

involvement are enhanced (Ansell & Torfing, 2021). By implementing open data rules, Indonesia has made significant strides towards a more transparent and participatory governance model in response to persistent problems like corruption and bureaucratic inefficiency (Young et al., 2020).

Agostino et al. (2022) noted that digital governance implies the application of electronic means by governments to ensure proper administration of public services. This extensively leads to total transformations of service delivery through digital technologies. This however speaks volume of the growing importance attached to the use of Information Communication Technologies in providing significant varying public worth such as e-governance, digital technologies and e-government. In addition to increasing stakeholders' contributions to national and local development, digital government has deepened the governance process and increased the efficacy and efficiency of public sector service delivery (Cole, 2020).

e-Government

e-Government and "modernized/online/digital governance have been interchangeably used overtime when discussing the subject (Gil-Garcia 2005). The rising wave of internet services resulted to both the term " e-Commerce and e-Government " (Horan & Gronlund, 2004). Though the background of computers and ICTs in government organisations dates back to the early days of computers. Kraemer et al. (1978) noted that e-government initially surfaced in the late 1990s. While more current e-government literature emphasises on the outward use of IT, such as citizen services, historical e-government literature from the 1970s defined e-government as the application of information technologies within government. (Ho, 2002). Today's e-government goes beyond simple automation to address issues ranging from values, service processes and decision-making (Horan, 2004). Heeks (2003) views e-government as the introduction and use of information communication technologies to improve the operations of organisations in the public sector, offering the prospect of increased efficacy and efficiency. The utilisation of internet-based applications and other IT by the government, along with the procedures that put these technologies into practice. These include;

- a) Enhance the availability of government information and services to the general public, other agencies, and other government bodies, or;
- b) Make changes to government operations that will enhance their efficacy, efficiency, quality of services, or transformation.

Accordingly, the World Bank claimed that application of ICT technologies can aid wide range of purposes, including more effective government management, better Increasing access to knowledge and improving connections with business and

industry can empower citizens. Benefits that follow may include reduced corruption, higher public accountability and transparency, improved revenue or cost savings and increased convenience. This study's goal is to define e-government as the process by which governments allow people and companies the chance to communicate with the government and transact business using a range of electronic media, such as smart cards, fax machines, touchpad phones, email, and the Internet, by utilising ICT. It implies the internal organisation of government, including the rules, regulations, and frameworks that are put in place to carry out service delivery, coordinate, communicate, and integrate processes.

Information Communication Technology (ICT)

ICT includes a wide range of technological resources and tools that are used in creating, managing, storing, and sharing information. This study considers ICT as a collective name encompassing technologies utilised for information gathering, archiving, analysis, and sharing across a range of media. IT specialists manage all computer-related tasks, such as database management and data storage, in addition to handling all other facets of information processing, retrieval, transmission, security, and storage. Technologies that enable information access via telecommunications are referred to as ICT. As a result, ICT will be understood in this study as the use of communication technologies for information management.

Ethics

Ethics are the set of guidelines that specify moral behaviour based on a particular group's ideology. Ethics helps to make the public and the administration more accountable. Following a code of ethics guarantees that the public is served fairly and with necessities. It also gives the administration operational standards related to honesty. That integrity then serves to bolster the community's trust. By cultivating this feeling of trust, the organisational management aids the people in realising that they are operating in their overall best interest.

A code of ethics also sets professional expectations among public sector colleagues, both from their bosses and from one another. Robust ethical codes for public administration give leaders the guidance they need to finish their work and inspire staff and committees to execute the law fairly and professionally. Moral standards of behaviour are known as ethics (Vittal, 2002). A central position in the art of governance was held by the idea of ethics. Every society needs to adhere to certain moral standards in order to develop and advance. Because of the use of concepts that are difficult to measure or quantify, such as duty, conflict of interest, morality, accountability, equity, honesty, and trusts, ethics is generally seen as an abstract subject (Ikotun, 2004). Ethics is the study of moral obligation, act, attitude, or behaviour that conforms to generally accepted

norms within a certain community, institution, or setting. Stated differently, different societies and environments have different ideas about what constitutes an ethical code or conduct.

Accountability

Accountability is the term used to describe the procedures and systems that hold people or organisations accountable for their deeds, especially when it comes to performance behaviour and conformity to rules or guidelines. Transparency, answerability, and responsibility are among of its many facets (Bovens, 2021). Policies enacted to control political management, moral behaviour, finances, performance, local democracy, community leadership, and collaboration are at the centre of accountability. It means accounting for, holding accountable for, and considering one's stewardship. Olowu (2002) averred that accountability is seen as a means of making one to answers for one's behaviours or actions. Accountability entails the creation of objective standards of appraisal to help organisation's owners assess how well its members, both as individuals and as units, are carrying out their duties. As a result, Olowu (2002) contended that accountability comprises essential components such as accountability, means of reporting, system of evaluation, incentives, and penalties.

Being held accountable for one's actions entails providing an explanation of the activities committed. The full and satisfactory report of officers who hold public office as well as their stewardship regarding the procurement and use of the resources entrusted to them in carrying out public policy and achieving the goals in compliance with current laws and regulations is known as public accountability. Innuigbo (2015) posited by stating differently that public accountability is keeping a public official responsible for the resources entrusted to him and making sure he provides an accurate report on his use of public resources.

Transparency

Transparency, according to Atuilik and Salia (2019), entails the methodical disclosure of government actions that affect government accounts. The reporting entities are required to provide all relevant information to stakeholders so that they can understand how their resources are being managed. This suggests that stakeholders and other interested parties are in the best position to comprehend and assess the financial performance of the relevant public entity when they have a comprehensive picture of what is happening in various public institutions. Arellano-Gault and Lepore (2011) discovered that when public organisations operate in a transparent manner, their efficiency is significantly raised. This aligns with Public Management Theory, which mandates that public institution management act more transparently in carrying out their duties

while keeping in mind that public stakeholders, such as citizens, development partners, and employees, are interested in their financial performance (2016). Understanding this, Mizrahi and Minchuk (2019) emphasised that having trustworthy and efficient transparency helps build public confidence and raise awareness of how well public institutions are performing. As a result, public sector organisations are given more responsibility for providing public services, even if they are aware that interested parties and public stakeholders are very curious about their financial and non-financial performance.

Methodology

Civil servants from various departments and units in the Public Service Office, and Lagos State Head of Service. The data collected from the field were analyzed in detail with a view to examining what the ethical behaviours in the Lagos State Civil Service are, examine the e-government initiative that enhances transparency and accountability of Lagos State civil servants and identified the disciplinary measures against civil servants' transparency and accountability in the State Civil Service.

To obtain the data required to understand the study's topic, primary and secondary sources were consulted. The study population, 1600 comprised senior, junior and management staff of Lagos State Civil Service in 5 selected ministries; works and housing, finance, local government and chieftaincy title, education and transportation. The sample size of the research study is made up of 160 civil servants using a sample fraction of 10% from the study population. The underlying reason is that respondents will be in a good position to mention the challenges of transparency and accountability in the Lagos State Civil Service despite e-government initiative.

Results

Frequency Distribution of Data on the basis of Respondents Socio-Demographic Characteristics Analysis

The respondents' sociodemographic information, including their sex, age, marital status, religion, educational background, occupation, and grade level, is presented in this section. These qualities are thought to be crucial for ensuring the validity of the information gathered from study participants. Table 1 revealed that of the respondents, 100 were male (representing 77.5%), and 29 were female (representing 22.5%).

According to the data's interpretation, there were significant differences between the study's male and female populations overall. But since this study is not gender-based, gender is irrelevant. According to table 1's presentation of respondent age categories as captured as follows: 20-30, 13.9%, 31-40, 31.1%, 41-50- 33.3%, while 51 above is 21.7%. Given that the majority of respondents were between the ages of 31 and 40 and 41 and 50, which are regarded as

productive ages, their comments were adequately mature and trustworthy. Table 1 displayed the respondents' marital status as indicated below: 42.6% of people are single, while 57.4% are married. This showed that, on average, all respondents were married, which makes them a valuable source of information for the questions posed in this section.

Table 1 categories of the respondents are as follows: Christianity 50.4%, Islam 49.6%, of the respondents respectively. This implied a considerable and most appropriate category of respondents to offer insight to the study though the religion of the respondents never had any adverse effect on the study outcome. In table 1, educational background of the respondents B.Sc/HND, 40.3%. This showed that the majority of

respondents had at least a first degree, which made up a reasonable group of respondents who were thought to be sufficiently educated to provide accurate information and study responses.

The occupation of employees showed middle-level having 50.1% of the respondents having the highest. This implied that more of middle level employees participated in the survey thereby providing useful information as shown in the study. In table 1, grade level showed that 7-13 years of the respondents had 49.6%. This implied that most respondents have risen through level of 7-13 in service and are knowledgeable enough to provide useful information in the study area.

Table 1 Socio-demographics Characteristics of the Respondents

Demographic Characteristics	Category	Frequency (f)	Percent (%)
Gender	Male	100	77.5
	Female	29	22.5
	Total	129	100.0
Age	20-30years	18	13.9
	31-40years	40	31.1
	41-50years	43	33.3
	51years and above	28	21.7
	Total	129	100.0
Marital Status	Single	55	42.6
	Married	74	57.4
	Total	129	100.0
Religion	Christianity	65	50.4
	Islam	64	49.6
	Total	129	100.0
Educational Background	WASSCE/SSCE/GCE	28	21.7
	OND/DIP	47	36.4
	B.SC/HND	52	40.3
	MSC/MA/MPA/Ph.D	2	1.6
	Total	129	100.0
Occupation	Management	10	7.8
	Middle-Level	65	50.4
	Lower-level	54	41.8
	Total	129	100.0
Grade level	1-6years	42	32.5
	7-13years	64	49.6
	14-17years	23	17.8
	Total	129	100.0

Source: Field Survey, 2025

Objective 1: Digital governance initiative effect on accountability of civil servants in Lagos State Civil Service

This section uses a likert scale of measurement strongly agreed, undecided, disagree, and strongly disagree to analyse the respondents' opinions regarding the effect of digital governance on the accountability of civil officials in the Lagos State Civil Service on a scale of 1 to 5.

Table 2 indicates that 79.1% of the participants were of the view that application of digital governance initiative enhanced transparency. This implied that

there was high rate of transparency achieved in this respect as it applies to civil servants in Lagos State.

Moreover, 81.3% of the respondents noted an improved employees engagement as digital governance structure was deployed in the area of study. This implied that employees participation became better in the Lagos State Civil Service at large. In table 2, 58.1% of the respondents were of the opinion that there was reduced corruption and streamlined processes in the State Civil Service. This implied that services became modernised thus depletion of corrupt tendencies was attained maximally.

Further, table 2 showed 60.3% of the respondents averred that there was enhanced auditing and monitoring practice in the Lagos State Civil Service. This implied that auditing and monitoring were well achieved via the instrumentality of digital governance initiative spiralling civil servants

transparency and accountability. In table 2, 58.1% of the respondents stated that real-time feedback mechanisms was evident. This implied that there was application of there was feedback apparatus in the Lagos State. Civil Service thus enhancing mutual intelligibility across strata of employees.

Table 3: Digital governance initiative effect on accountability of civil servants in Lagos State Civil Service
Source: Field survey, 2025

VARIABLES	STRONGLY AGREE		AGREE		UNDECIDE D		DISAGREE		STRONGLY DISAGREE	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Enhanced Transparency	50	38.8	52	40.3	10	7.8	11	8.5	6	4.6
Improved employees Engagement	45	34.8	60	46.5	17	13.2	2	1.6	5	3.9
Reduced Corruption and Streamlined Processes	28	21.7	47	36.4	18	13.9	17	13.2	19	14.7
Enhanced Auditing and Monitoring	41	31.7	37	28.6	25	19.4	15	11.6	11	8.5
Real-time Feedback Mechanisms	15	11.6	60	46.5	15	11.6	24	18.6	15	11.6

Table 3 dealt with the study's second goal. It made an effort to analyse respondents' agreement or disagreement frequencies about issues relating to digital governance application on accountability and transparency in the Lagos State Civil Service: strongly disagree, disagree, uncertain, and highly agreed, with a range of 1 to 5.

Table 3 indicates that 83.7% of the respondents were of the view that there was lack of modern digital tool. This implied that transparency and accountability were discovered be marred by dearth of modern digital equipment to be administered in that regard. Thus, unethical cases ensued in the civil service of Lagos State. Additionally, table 3 showed 52.7% of the respondents held the that there was manipulation of digital tools to suit individuals' interest. This implied most a conspiracy to frustrate the system to suit personal gain was noted.

In table 3, 69% of the respondents were of the view that there was a case of the digital divide. This implied that by excluding certain groups of employees, unequal access to technology and internet connectivity can impede equitable access to the advantages of digital governance and give rise to new types of vulnerability. As shown in table 3, 65% of the respondents stated that there was digital literacy.

This implied that both employees and government representatives who lack digital literacy might find it difficult to use digital tools and platforms effectively, which will hinder their capacity to employ digital governance for accountability.

As presented in table 3, 72.1% of the respondents view showed that there was data security and privacy issue. This implied that strong cybersecurity measures are necessary when handling huge volumes of sensitive data in order to guard against illegal access and safeguard citizens' private information of Lagos State Civil servants were absent. Moreover, 75.9% of the respondents observed institutional capacity. This implied that there was dearth of strong political will, competent human resources, and suitable legal and regulatory frameworks necessary for the success of digital governance initiatives in Lagos state civil service.

Moreover, 66.6% of the respondents noted new vulnerabilities. This was impliedly shown in the percentage of agreement and disagreement of the respondents on the assertion raised in this part of the study. Dependence on digital systems creates new threats, such ransomware and cybercrime, which call for thorough risk management plans.

Table 3: Issues of Ensuring Transparency and Accountability in Lagos State Civil Service

Source: Field survey, 2025

VARIABLES	STRONGLY AGREE		AGREE		UNDECIDE D		DISAGREE		STRONGLY DISAGREE	
	F	%	F	%	F	%	F	%	F	%
Lack of modern digital tool	36	27.9	72	55.8	6	4.7	6	4.7	9	6.9
Manipulation of Digital tools to suit individuals' interest	40	31	2	1.5	19	14.7	10	7.8	58	44.9
The Digital Divide	34	26.4	55	42.6	23	17.8	15	11.6	2	1.5
Digital Literacy	17	13.1	67	51.9	27	20.9	11	8.5	7	5.4
Data Security and Privacy	34	26.4	59	45.7	15	11.6	11	8.5	10	7.8
Institutional Capacity	40	31	58	44.9	19	14.7	10	7.8	2	1.5
New Vulnerabilities	30	23.2	56	43.4	12	9.3	23	17.8	8	6.2

Major Findings

Additional discussion of the aforementioned study findings was given in this section. It brought the results of this study into line with similar empirical findings from other studies on the same topic. Nonetheless, it confirmed the degree of discrepancy between this study's conclusions and other empirical results.

Digital governance enhances service delivery. As noted by Meijer (2021), automating bureaucratic procedures, cutting down on paperwork, and enhancing citizen interaction through online platforms, e-governance has simplified the delivery of government services. Further, administrative expenses have been greatly decreased by the use of cloud computing, automated workflows, and AI-driven decision-making systems. Emerging technologies like artificial intelligence (AI), blockchain, and big data will become more and more important in determining the direction of governance as the digital transition progresses. This was affirmed by Chowdhury (2024) that to protect employees' rights, this change also necessitates strong legal and moral frameworks. Digital professional analytics has made a substantial contribution to supply chain stabilisation and enhanced financial risk management in public administration following economic disturbances brought on by global crises.

Findings also showed that issues regarding digital governance in Nigeria was a situation of low e-government index, placing the nation 137th out of 193 examined nations. This indicates that digital governance promise to improve public service delivery and accountability has not yet been completely realised by Nigeria's public sector., which has affected Lagos State Civil Service at the state level. An additional discovery indicated that the Lagos State Civil Service continues to encounter

several obstacles when putting e-governance projects into practice. For example, inadequate infrastructure—such as a steady supply of electricity and dependable internet connectivity—hinders the successful implementation of e-governance programmes. Building staff capacity is also necessary to help them use e-governance tools and technologies efficiently. To prevent unauthorised access to and use of private information, it is also necessary to address the issue of data privacy and security.

These programmes, nevertheless, have not yet been completely incorporated into the larger public administration structure and have a narrow scope. Because of this, there is still a big difference between how much e-governance has progressed in Nigeria and how much more it could do to enhance the delivery of public services. Moreover, the government, business community, civil society organisations, and the general public must work together to successfully implement electronic governance programmes in the Lagos State civil service and other governmental bodies. For e-governance to be implemented successfully, the Nigerian government must thus devote resources to policy frameworks, infrastructure development, and capacity building. To guarantee that e-government efforts align with the expectations and needs of Lagos State Government employees, it is equally of importance for more citizen involvement. Notwithstanding these difficulties, the Lagos State Civil Service has undertaken a number of noteworthy e-government projects. For instance, the Lagos State Civil Service has set-up an online portal where taxpayers can submit payments and complete their tax returns. As a result, the government of Lagos State has made available a platform for the

implementation of an online identity registration system for its personnel.

Conclusion and Recommendations

The study has explored dynamics of digital governance and how it impacts accountability and transparency in the delivery of public services. However, the Lagos State Civil Service can benefit from increased public accountability and transparency thanks to e-government. E-governance can aid in holding public servants responsible for their deeds and decisions by enhancing transparency and information access. Additionally, regarding infrastructure: The insufficiency of ICT infrastructure, encompassing inadequate power supplies, restricted internet connectivity, and restricted access to computers and smartphones, impedes the successful execution of e-government programmes, consequently impeding accountability and transparency. An other major obstacle is the State Civil Service's low financial resources allotted to e-government programmes. Because of this, government organisations have found it challenging to create and carry out e-government programmes that could enhance the provision of public services. Human capacity: One major obstacle facing Lagos State is the shortage of qualified personnel to create and carry out e-governance projects. This involves a deficiency in project management, data analytics, and software development knowledge. The study came to the conclusion that the Lagos State Civil Service's e-government programme had less of an influence on accountability and transparency due to the faults that were discovered with it.

Following a thorough examination and critical evaluation of digital governance initiative on accountability and transparency in the public sector, this study offers the following recommendations:

Increased transparency: Digital governance can help increase government operations' openness by providing citizens with access to data on laws, programmes and public finances. This enhances openness may aid in lowering corruption and fostering accountability.

Efficient Service Delivery: By cutting red tape and processing times, digital governance will assist the Lagos State Civil Service in providing public services more efficiently. This has the potential to enhance public confidence in government institutions and the government's capacity to fulfil its commitments.

Better Record-Keeping: Digital governance can aid in the public sector's record-keeping and information management, which can aid in the fight against corruption and fraud. Improved record-keeping can facilitate the detection and investigation of wrongdoing by making it possible to hold public authorities accountable for their actions. Furthermore, by helping the Lagos State Civil Service to gather, store, and analyse data more effectively and

efficiently, e-governance projects can enhance data management. This can lessen errors and inconsistencies in data and enhance decision-making. Real-time Reporting: Digital governance makes it possible to report on government actions in real-time, which can increase public accountability. Digital governance can encourage public officials to be more accountable by making it easier to monitor their actions and choices by giving timely and reliable information on government operations. The programme may be able to reduce unethical behaviour while fostering more public confidence.

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