

Evaluating the Impact of E-Government Platforms on Public Service Delivery in Kenya

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ABSTRACT

This study evaluated the impact of e-government platforms on public service delivery in Kenya, with a particular focus on how digital systems influence the efficiency, transparency, accessibility, and responsiveness of public institutions. It examined the extent to which platforms such as eCitizen, IFMIS, iTax, and Huduma services enhance the capacity of government agencies to deliver services effectively to citizens. The research explored existing e-government mechanisms, institutional and technical challenges, and perceived service delivery outcomes, offering insights into the broader implications of digital governance for accountability, public trust, and social equity. The study adopted a descriptive research design and targeted institutional actors directly involved in the implementation and use of e-government platforms, including officials from national ministries, county governments, ICT departments, and service delivery agencies. The target population comprised 600 stakeholders, from which a sample size of 234 respondents was determined using Krejcie and Morgan's formula, alongside 30 purposively selected key informants. A mixed-methods approach was employed, utilizing structured questionnaires to collect quantitative data and Key Informant Interviews (KIIs) to gather qualitative insights. Quantitative data were analyzed using descriptive and inferential statistical techniques, while qualitative data were subjected to thematic analysis and presented narratively to complement the quantitative findings. The findings revealed that e-government platforms have significantly improved public service delivery in Kenya by reducing bureaucratic delays, minimizing opportunities for rent-seeking, enhancing service accessibility, and increasing transparency in government operations. However, the effectiveness of these platforms is constrained by challenges such as inadequate ICT infrastructure, digital exclusion of marginalized populations, limited technical capacity among public servants, resistance to organizational change, and intermittent system failures. Public perceptions indicated that while e-government has enhanced efficiency and convenience, persistent gaps in inclusivity and system reliability undermine its full potential. The study recommends increased investment in ICT infrastructure, particularly in rural and underserved areas, to bridge the digital divide and ensure equitable access to e-government services. Capacity-building programs should be strengthened to enhance digital literacy among public servants and citizens. The government should also improve system integration across agencies to reduce duplication and enhance service interoperability. Additionally, robust data protection frameworks and cybersecurity measures must be reinforced to safeguard user information and build public confidence. Finally, a continuous monitoring and evaluation framework should be institutionalized to assess the performance and impact of e-government platforms, enabling evidence-based improvements in public service delivery.

Key words; Digital anti-corruption mechanisms; ICT capacity building; Digital governance; E-government institutional frameworks; Interoperability and inter-agency integration.

INTRODUCTION

E-government refers to the strategic use of information and communication technologies by public institutions to enhance the efficiency, effectiveness, transparency, and accountability of government operations while improving access to public services and citizen participation in governance (United Nations, 2020). Globally, governments have increasingly embraced digital platforms as a response to growing public demand for faster, more reliable, and citizen-centered service delivery, as well as the need to curb inefficiencies associated with traditional bureaucratic systems (United Nations, 2020). According to Heeks, R. (2002), In developing

countries, e-government has also been viewed as a critical tool for administrative reform, modernization of the public sector, and strengthening state–citizen relations.

In Kenya, the adoption of e-government platforms has accelerated significantly over the past decade as part of broader public sector reforms aimed at improving service delivery and governance outcomes. The Government of Kenya has rolled out several digital platforms, including the eCitizen portal for accessing government services, the iTax system for revenue administration, digitized services within Huduma Centers, and the National Integrated Identity Management System (NIIMS) to support identity verification and service integration (Government of Kenya, 2022). These initiatives are anchored in national policy frameworks such as Vision 2030, the Digital Economy Blueprint, and public service reform strategies, which recognize ICT as a key enabler of efficient and inclusive development. The shift toward e-government was largely motivated by persistent challenges within the public sector, including lengthy service delivery procedures, high transaction costs, corruption, limited transparency, and weak citizen engagement.

Despite notable progress, the implementation of e-government platforms in Kenya has not been without challenges. Issues such as digital inequality, inadequate ICT infrastructure in rural areas, limited digital literacy, system downtimes, data security concerns, and resistance to organizational change continue to affect the overall effectiveness of these platforms. Moreover, while e-government initiatives have increased the availability of online services, questions remain regarding their actual impact on the quality, accessibility, efficiency, and equity of public service delivery. In some cases, digital systems have replicated existing bureaucratic inefficiencies in electronic form, raising concerns about whether technology alone can transform public administration without complementary institutional and policy reforms.

Against this backdrop, evaluating the impact of e-government platforms on public service delivery in Kenya is both timely and necessary (United Nations, 2020; Heeks, 2002). Such an evaluation provides an opportunity to assess the extent to which digital platforms have improved service efficiency, reduced corruption, enhanced transparency, and strengthened citizen satisfaction and trust in government (Riany, 2021; Anguche et al., 2025). It also enables a critical examination of the gaps between policy intentions and implementation outcomes, as well as the socio-economic and institutional factors that shape the success or failure of e-government initiatives (Heeks, 2002; Government of Kenya, 2022). This study therefore undertakes a comprehensive analysis of e-government platforms in Kenya, focusing on their contributions, limitations, and implications for public service delivery, with the aim of generating evidence-based recommendations to inform policy, practice, and future digital governance reforms (United Nations 2020; Government of Kenya, 2022).

Statement of the Problem

Despite significant investment by the Government of Kenya in e-government platforms such as eCitizen, iTax, IFMIS and Huduma Centers to enhance efficiency, transparency and accessibility of public services, public service delivery continues to face challenges including system inefficiencies, unequal access, limited digital skills and citizen dissatisfaction. Existing evaluations largely focus on system adoption and transaction volumes rather than the actual impact of these platforms on service delivery outcomes such as timeliness, quality, accountability and inclusivity. Consequently, there is insufficient empirical evidence on whether e-government platforms have effectively improved public service delivery in Kenya, creating a gap between policy intentions and service delivery realities that necessitates systematic evaluation.

General Objective of the study

To evaluate the impact of e-government platforms on public service delivery in Kenya.

LITERATURE REVIEW

Theoretical framework

The study Evaluating the Impact of E-Government Platforms on Public Service Delivery in Kenya was anchored on two complementary theories: New Public Management Theory and Technology Acceptance

Model. These theories were considered appropriate because they jointly explained both the administrative logic behind the adoption of e-government reforms and the behavioral factors that influenced the actual use of digital government platforms by public servants and citizens (Hood, 1991; Davis, 1989). NPM Theory provided the primary institutional and managerial lens for this study. Originating from public sector reforms of the late twentieth century, NPM emphasized efficiency, effectiveness, accountability, transparency, and results-oriented management in public service delivery (Hood, 1991; Osborne & Gaebler, 1992). The theory advocated the adoption of private-sector practices, performance measurement, decentralization, and the use of information and communication technologies to improve government operations (Pollitt & Bouckaert, 2017). In the Kenyan context, the introduction of e-government platforms such as eCitizen, IFMIS, iTax, Huduma Centres, and online procurement systems reflected NPM ideals by seeking to reduce bureaucratic inefficiencies, minimize corruption, shorten service delivery timelines, and enhance citizen satisfaction (GoK, 2022; Riany, 2021). This study applied NPM to assess how digital platforms restructured administrative processes, improved service turnaround time, reduced human discretion, and promoted accountability in public institutions (Heeks, 2002; Anguche et al., 2025). The theory was particularly relevant in explaining why the Government of Kenya invested heavily in digital governance as a reform strategy to improve public sector performance and restore public trust in state institutions (UN, 2020; GoK, 2022).

TAM complemented NPM by explaining the human and behavioral dimensions of e-government implementation. TAM posited that the successful adoption and utilization of technology depended largely on users' perceptions of perceived usefulness and perceived ease of use (Davis, 1989; Davis, Bagozzi, & Warshaw, 1989). In the context of e-government platforms in Kenya, both public officials and citizens were key users whose acceptance determined the effectiveness of digital service delivery (Heeks, 2002; UN, 2020). The theory helped this study to analyze how factors such as digital literacy, system reliability, user-friendly interfaces, trust in government systems, and access to ICT infrastructure influenced the uptake and consistent use of e-government platforms (Venkatesh et al., 2003; Riany, 2021). TAM was particularly useful in examining challenges such as resistance to change among public servants, digital exclusion of marginalized populations, and low usage of online platforms despite their availability (Heeks, 2002; Kituyi & Waweru, 2025). By applying TAM, the study assessed whether e-government platforms genuinely improved service delivery outcomes or whether limitations in user acceptance undermined their potential impact (Anguche et al., 2025; UN, 2020). The integration of New Public Management Theory and the Technology Acceptance Model provided a comprehensive analytical framework for this study. While NPM explained the policy and administrative rationale for adopting e-government platforms as tools for improving efficiency, transparency, and accountability as advocated for by Hood (1991); Pollitt & Bouckaert (2017), TAM explained the micro-level user interactions that ultimately determined the success or failure of these platforms as presented by Davis (1989) & Venkatesh et al., (2003). Together, the two theories enabled a holistic evaluation of e-government in Kenya by linking institutional reform objectives with user behavior, thereby offering a robust theoretical foundation for understanding the impact of e-government platforms on public service delivery.

Conceptual framework

The conceptual framework illustrated in **Table 1** hypothesizes the relationship between e-government platforms and public service delivery in Kenya. The framework posits that the adoption and implementation of e-government platforms as the independent variable significantly influence the quality and effectiveness of public service delivery as the dependent variable. (United Nations, 2020; Heeks, 2002; Hood, 1991). E-government platforms such as eCitizen, IFMIS, iTax, Huduma Number systems, and online licensing portals are operationalized through key dimensions including system accessibility, system efficiency, transparency, user-friendliness, and integration of government services. These dimensions determine how citizens interact with government services digitally. Public service delivery is measured using indicators such as service accessibility, efficiency, service quality, accountability, citizen satisfaction, and cost reduction ((Hood, 1991; Pollitt & Bouckaert, 2017; Government of Kenya, 2022). The framework further acknowledges that the relationship between e-government and service delivery may be influenced by moderating and intervening variables, including ICT infrastructure, digital literacy, organizational capacity, and policy support.

Table: Conceptual Framework for Evaluating the Impact of E-Government Platforms on Public Service Delivery in Kenya

| Category | Variable | Key Dimensions |
|------------------------------|--------------------------------|---|
| Independent Variable | E-Government Platforms | <ul style="list-style-type: none"> • Online service portals (eCitizen, iTax, Huduma Digital Services) • System integration and interoperability • Availability and reliability of ICT infrastructure • Digital transparency and automation of processes |
| Intervening Variables | Institutional and User Factors | <ul style="list-style-type: none"> • Digital literacy of citizens • Capacity of public servants • Internet accessibility and affordability • Legal and policy framework • Organizational readiness and resistance to change |
| Dependent Variable | Public Service Delivery | <ul style="list-style-type: none"> • Service efficiency (reduced processing time) • Service accessibility and inclusiveness • Service transparency and accountability • Service quality and user satisfaction • Reduction in bureaucratic procedures |

Source: Conceptualization based on literature review and study objectives (2026).

Empirical Review

The adoption of e-government platforms has gained global prominence as a strategic tool for improving public service delivery, enhancing efficiency, transparency, and citizen engagement (United Nations, 2022; OECD, 2020). Despite widespread investment in digital government initiatives, empirical evidence shows that the impact of e-government on service delivery varies significantly across countries, largely depending on institutional, technological, and socio-political contexts (Heeks, 2018; Bannister & Connolly, 2020; World Bank, 2021). At the global level, Heeks (2018) argues that many e-government initiatives fail to achieve their intended service delivery outcomes due to a mismatch between technological design and institutional realities, particularly in developing countries. Similarly, United Nations (2022) reports that while digital government systems have improved access to public services in advanced economies, developing countries continue to experience uneven outcomes due to digital divides, weak infrastructure, and limited institutional capacity. Bannister and Connolly (2020) further observe that e-government effectiveness is constrained when platforms are implemented as standalone technological solutions without adequate administrative reforms.

In Europe and North America, empirical studies demonstrate relatively positive outcomes of e-government adoption. Andersen et al. (2019) find that digital service portals in Denmark significantly reduced service processing times and administrative costs while improving citizen satisfaction. Likewise, Mergel et al. (2021) report that integrated e-government systems in the United States enhanced inter-agency coordination and service responsiveness. However, these successes are often attributed to strong ICT infrastructure, high digital literacy, and robust institutional frameworks, conditions that are not always present in developing contexts as attributed by OECD (2020) & UN (2022). In Asia, mixed results have been reported. Kim and Lee (2020) note

that South Korea's advanced e-government infrastructure has led to high service efficiency and transparency, particularly in licensing and tax administration.

Conversely, Bhatnagar (2021) observes that in India, while platforms such as digital identity and online service portals improved access, bureaucratic resistance, limited rural connectivity, and low digital skills constrained overall service quality. These findings highlight that technological adoption alone is insufficient without complementary institutional support. Empirical evidence from Africa presents a more complex picture. Ndou (2020) argues that many African e-government initiatives struggle to translate digitalization into tangible service delivery improvements due to inadequate infrastructure, poor system integration, and limited user trust. In Ghana, Mensah et al. (2021) find that e-government platforms improved service accessibility but had limited impact on efficiency because manual and digital processes operated concurrently. Similarly, Twinomurinzi et al. (2019) report that in South Africa, e-government initiatives enhanced transparency but did not significantly reduce service delays due to organizational inertia and skills gaps among public servants.

Kenya presents a particularly significant case in the study of e-government and service delivery. The government has invested heavily in digital platforms such as eCitizen, iTax, IFMIS, Huduma Centers, and digital procurement systems with the aim of improving efficiency, reducing corruption, and enhancing citizen access to services. According to World Bank (2021), Kenya is among Africa's leading adopters of digital government services. However, empirical findings on the actual impact of these platforms on service delivery remain mixed. Mutula and Wamukoya (2019) find that eCitizen significantly improved access to government services by reducing the need for physical visits to offices. Similarly, Kinyua (2022) reports that iTax enhanced revenue collection efficiency and reduced transaction costs for taxpayers. However, Wanyama and Ngugi (2023) note that system downtimes, complex user interfaces, and limited digital literacy continue to undermine service efficiency and citizen satisfaction.

Further studies highlight institutional and operational challenges. Otieno (2021) observes that despite the automation of procurement and financial management through IFMIS, service delivery outcomes are often compromised by limited system integration and resistance from public officials accustomed to manual processes. Njiru et al. (2024) similarly argue that the effectiveness of Kenya's e-government platforms is constrained by weak coordination across agencies and inconsistent policy enforcement. These findings suggest that while platforms exist, their operational effectiveness varies across sectors and regions.

Overall, the reviewed empirical literature confirms that e-government platforms have the potential to improve public service delivery by enhancing accessibility, efficiency, transparency, and accountability. However, evidence from Kenya indicates that these benefits are not uniformly realized due to intervening factors such as ICT infrastructure gaps, digital literacy challenges, institutional capacity constraints, and policy implementation weaknesses. Importantly, while several studies assess individual platforms or services, there remains a critical empirical gap in comprehensively evaluating how e-government platforms collectively influence public service delivery outcomes in Kenya. This study therefore seeks to bridge this gap by systematically examining the impact of e-government platforms on service delivery while accounting for key institutional and technological intervening variables.

RESEARCH METHODOLOGY

The study adopted a descriptive qualitative research design to examine the impact of e-government platforms on public service delivery in Kenya, as articulated by Creswell & Poth (2018) and Yin (2018) in their work on qualitative inquiry and case study research. The qualitative approach was considered appropriate because it enabled an in-depth exploration of experiences, perceptions, institutional practices, and contextual factors that shape how digital platforms influence service delivery outcomes (Denzin & Lincoln, 2018; Heeks, 2002). The study focused on key government institutions involved in the design, implementation, and use of e-government platforms, including officials from the Ministry of ICT and Digital Economy, Huduma Centres, Kenya Revenue Authority, the National Treasury (IFMIS users), selected line ministries, as well as citizens and civil society organizations engaged in monitoring public service delivery. These actors were selected because of their direct interaction with platforms such as eCitizen, iTax, IFMIS, and other online service portals. The target population comprised approximately 600 stakeholders drawn from national and county governments and

service users across Kenya. Using Krejcie and Morgan's (1970) framework as a guide for qualitative saturation rather than statistical generalization, the study purposively selected 30 key informants with direct experience in e-government implementation and service delivery.

Rooted in the work of Patton (2015), purposive sampling was employed to deliberately select respondents who possessed relevant knowledge and experience in the use, management, or evaluation of e-government platforms. Guided by Creswell & Poth (2018), the sampling approach ensured the inclusion of diverse perspectives, including government officials, civil society actors, and service beneficiaries, thereby strengthening inclusivity and enabling limited social equity analysis. Data were collected exclusively through qualitative methods. The primary data collection tools included key informant interviews and in-depth interviews as prescribed by Kvale & Brinkmann (2015), enabling the researcher to explore respondents' lived experiences, institutional challenges, and perceived outcomes of e-government platforms. To reduce reliance on self-reported perceptions and minimize response bias, the study triangulated data through document analysis of government policy documents, ICT strategies, e-government reports, and service delivery performance reviews, as explained by Bowen (2009). This triangulation enhanced the credibility and dependability of the findings. Qualitative data were analyzed using thematic analysis based on Braun & Clarke (2006). Interview transcripts and documentary sources were systematically coded to identify recurring themes, patterns, and relationships related to e-government implementation and service delivery outcomes. Emerging themes such as service accessibility, efficiency, transparency, institutional capacity, and digital inclusion were interpreted in relation to the study objectives. Findings were presented in a narrative and thematic format supported by direct respondent quotations to enhance credibility and trustworthiness (Lincoln & Guba, 1985).

FINDINGS AND DISCUSSIONS

Response Rate

The study targeted a total of 30 key informants drawn from government ministries, agencies, Huduma Centers, ICT departments, and civil society organizations involved in monitoring and implementing e-government platforms in Kenya. These stakeholders were selected due to their direct interaction with e-government systems such as eCitizen, iTax, IFMIS, and online licensing portals (Creswell & Poth, 2018; World Bank, 2021). Out of the 30 invited participants, 26 key informants took part in the interviews and discussions, representing a response rate of 90%. According to Mugenda and Mugenda (2003), a response rate above 50% is considered sufficient for qualitative analysis. Therefore, the achieved response rate was satisfactory and provided a robust basis for interpreting the findings (Patton, 2015; Creswell & Poth, 2018).

Findings on E-Government Platforms and Public Service Delivery

The study's qualitative findings were organized around key themes emerging from the Key Informant Interviews and document analysis, reflecting the impact of e-government platforms on public service delivery in Kenya.

Improved Service Accessibility

Respondents widely reported that e-government platforms such as eCitizen and iTax have significantly reduced the need for physical visits to government offices, thereby enhancing accessibility to public services. This finding is consistent with e-government literature, which argues that digital platforms expand service reach by removing geographical and administrative barriers (Heeks, 2018; United Nations, 2022). Several respondents noted that online access has particularly benefited citizens in urban and peri-urban areas by saving time and reducing travel-related costs, which aligns with New Public Management principles of efficiency and citizen-centered service delivery (Hood, 1991; Pollitt & Bouckaert, 2017).

One government official observed: "*Citizens can now apply for documents, pay taxes, and check service status online, which saves them time and travel costs.*" These perceptions are supported by empirical studies in Kenya which show that platforms such as eCitizen have improved access to government services by minimizing physical interactions with public offices and lowering transaction costs for service users (Mutula & Wamukoya, 2019; World Bank, 2021). Similarly, studies on digital taxation systems indicate that iTax has

enhanced service accessibility by enabling taxpayers to file returns and make payments remotely, thereby increasing convenience and compliance (Kinyua, 2022; Riany, 2021).

Enhanced Efficiency and Reduced Processing Time

Several respondents indicated that automation through platforms such as IFMIS has shortened transaction and service processing times, thereby improving overall public service efficiency. Staff reported that routine tasks, including tax submissions, licensing applications, and procurement processes, can now be completed more quickly, reducing bottlenecks and administrative delays (Heeks, 2018; United Nations, 2022). These observations align with the principles of New Public Management, which emphasize efficiency, performance measurement, and results-oriented public service delivery (Hood, 1991; Pollitt & Bouckaert, 2017).

One government officer noted: *“Before, processing could take weeks, but with digital platforms, some services are completed within days.”* These findings are supported by empirical studies in Kenya, which show that IFMIS and iTax have significantly reduced processing times and improved operational efficiency by automating routine workflows and minimizing human intervention (Kinyua, 2022; Riany, 2021). Similar results have been reported in other African contexts, where digital financial management systems and e-government portals have streamlined administrative procedures and reduced service delivery delays (Twinomurizi et al., 2019; Mensah et al., 2021).

Transparency and Accountability

The introduction of e-government platforms has contributed to increased transparency in public service delivery. Respondents highlighted that the reduction of direct human intervention in processes such as payments, permit approvals, and procurement was a key factor in enhancing accountability (Heeks, 2018; United Nations, 2022). By automating routine procedures, digital systems ensure that every transaction is recorded and traceable, thereby minimizing opportunities for corruption and discretionary decision-making (Hood, 1991; Pollitt & Bouckaert, 2017).

A civil society representative noted: *“Automation reduces opportunities for corruption and ensures that every transaction is traceable.”* These findings are supported by empirical studies in Kenya, which demonstrate that platforms such as IFMIS and eProcurement have improved transparency in financial and administrative processes, making it easier to monitor transactions and detect irregularities (Mutula & Wamukoya, 2019; Njiru et al., 2024). Similarly, research from other African countries shows that e-government initiatives strengthen accountability by providing audit trails and reducing discretionary human interventions in service delivery (Twinomurizi et al., 2019; Mensah et al., 2021). Through the enhancing the traceability and reducing manual interventions, e-government platforms align with New Public Management principles, which emphasize accountability, performance measurement, and citizen trust in public institutions (Hood, 1991; Osborne & Gaebler, 1992).

Institutional and Operational Challenges

Despite the benefits of e-government platforms, participants identified several challenges that hinder the full realization of their potential. Key issues included system downtimes and technical glitches, which delay service delivery, limited digital literacy among both citizens and some public servants, poor integration across government agencies leading to duplication or incomplete processes, and resistance to change among staff who prefer traditional manual procedures (Heeks, 2018; United Nations, 2022; Mutula & Wamukoya, 2019). These challenges highlight that the effectiveness of e-government platforms is not determined solely by technological adoption but depends heavily on complementary factors such as ICT infrastructure, capacity building, and inter-agency coordination (Bannister & Connolly, 2020; Kituyi & Waweru, 2025). In the Kenyan context, studies indicate that system outages, low digital skills, and limited organizational readiness continue to undermine service efficiency, user satisfaction, and overall governance outcomes (Otieno, 2021; Njiru et al., 2024; Wanyama & Ngugi, 2023). The effort to addressing these operational and institutional barriers is essential to maximize the potential of e-government systems, enhance user adoption, and align implementation with the principles of New Public Management, which emphasize accountability, efficiency, and citizen-centered service delivery (Hood, 1991; Pollitt & Bouckaert, 2017).

Citizen Satisfaction

Participants generally acknowledged that citizen satisfaction with public services has improved, particularly among individuals familiar with digital tools and online platforms (Heeks, 2018; United Nations, 2022). Respondents noted that platforms such as eCitizen and iTax have made service delivery more convenient, faster, and less bureaucratic, leading to increased satisfaction among urban and digitally literate users (Mutula & Wamukoya, 2019; Kinyua, 2022). However, satisfaction was reported to be uneven, with rural populations and less digitally literate users continuing to face barriers such as limited internet access, low digital skills, and difficulty navigating online systems (Kituyi & Waweru, 2025; Wanyama & Ngugi, 2023). These findings reflect the relevance of the Technology Acceptance Model, which emphasizes that perceived ease of use and perceived usefulness directly influence user adoption and satisfaction (Davis, 1989; Venkatesh et al., 2003).

The study suggests that while e-government platforms have enhanced satisfaction for a segment of the population, broader citizen satisfaction depends on addressing infrastructural gaps, digital literacy, and inclusive design, thereby ensuring that the benefits of digital service delivery are equitably experienced across all regions and demographics (Heeks, 2018; Government of Kenya, 2022). The qualitative evidence indicates that e-government platforms positively influence public service delivery in Kenya by improving accessibility, efficiency, and transparency. However, the effectiveness of these platforms is moderated by institutional capacity, ICT infrastructure, digital literacy, and integration challenges. The findings highlight the importance of not only implementing digital systems but also ensuring that supportive policies, training, and infrastructure are in place to maximize their impact.

Application of the Findings to the Technology Acceptance Model (TAM) and New Public Management (NPM)

This study examined the impact of e-government platforms on public service delivery in Kenya through the lenses of the Technology Acceptance Model and New Public Management (Davis, 1989; Venkatesh et al., 2003; Hood, 1991; Pollitt & Bouckaert, 2017). The findings show that although e-government initiatives are intended to enhance efficiency, transparency, and accessibility of public services, their effectiveness is largely shaped by user acceptance and institutional management practices (Heeks, 2018; Mutula & Wamukoya, 2019; Kinyua, 2022). From a TAM perspective, challenges such as system complexity, limited digital literacy, unreliable infrastructure, and inconsistent service outcomes reduce perceived usefulness and ease of use, thereby constraining widespread adoption and sustained utilization of e-government platforms (Davis, 1989; Venkatesh et al., 2003; Kituyi & Waweru, 2025).

From an NPM standpoint, the findings reveal gaps in performance accountability, coordination, and results-oriented management, which weaken the transformative potential of digital service delivery (Hood, 1991; Pollitt & Bouckaert, 2017; Otieno, 2021). Overall, the study concludes that e-government can significantly improve public service delivery in Kenya only when technological systems are user-friendly, trusted, and supported by strong managerial reforms that emphasize efficiency, accountability, and citizen-centered service provision.

CONCLUSION

The study concludes that e-government platforms have emerged as a critical instrument for improving public service delivery in Kenya, particularly in addressing long-standing challenges related to inefficiency, opacity, and weak accountability within public institutions. Evidence from the literature and qualitative findings indicates that digital platforms such as eCitizen, iTax, IFMIS, and Huduma services have significantly transformed how citizens interact with government by reducing physical bureaucratic procedures, minimizing human discretion, and enhancing access to public services. These platforms are widely perceived as mechanisms that promote transparency, timeliness, and consistency in service delivery, thereby contributing to improved public trust in government operations. However, the findings also reveal that the effectiveness of e-government platforms is constrained by systemic and structural challenges. These include inadequate ICT infrastructure, especially in rural and marginalized areas, limited digital literacy among citizens and some public servants, weak inter-agency system integration, and resistance to change within public institutions. As a

result, while e-government has reduced opportunities for rent-seeking and service delays, its full potential in enhancing equitable and inclusive service delivery has not yet been realized.

The study further establishes that citizens view e-government not merely as a technological intervention, but as a governance reform tool capable of strengthening accountability, reducing corruption, and improving the quality of public services. Respondents expressed strong support for reforms aimed at expanding digital inclusion, strengthening institutional capacity, and enforcing policy frameworks that ensure sustainability and security of digital systems. Overall, the findings suggest that effective implementation of e-government platforms is essential for modernizing public administration, enhancing service efficiency, and rebuilding public confidence in state institutions. Consequently, strengthening e-government initiatives should be treated as a strategic priority for achieving responsive, transparent, and citizen-centered public service delivery in Kenya.

RECOMMENDATIONS

Based on the findings of the study, the following recommendations are proposed to enhance the effectiveness of e-government platforms in improving public service delivery in Kenya:

- i. **Strengthen Institutional and Legal Frameworks for E-Government:** The government should establish a clear and enforceable legal and policy framework to govern the implementation and use of e-government platforms. This framework should ensure accountability, data protection, interoperability across ministries, departments, and agencies, and safeguard digital systems from political interference and misuse. Clear mandates and roles for institutions managing e-government platforms would enhance coordination and service efficiency.
- ii. **Enhance Digital Infrastructure and System Integration:** There is a need for sustained investment in ICT infrastructure, particularly in rural and marginalized regions, to ensure equitable access to e-government services. Government platforms such as eCitizen, iTax, IFMIS, and Huduma systems should be fully integrated to allow seamless information sharing and reduce service duplication, delays, and system breakdowns that undermine service delivery.
- iii. **Build Capacity and Autonomy of E-Government Implementing Agencies:** Public institutions responsible for managing e-government platforms should be adequately resourced and staffed with skilled ICT and administrative personnel. Continuous training of public servants should be prioritized to enhance digital competence, reduce resistance to technological change, and ensure effective utilization of e-government systems for service delivery.
- iv. **Promote Digital Inclusion and Public Awareness:** Comprehensive public awareness and digital literacy campaigns should be implemented to empower citizens to effectively use e-government platforms. Civic education programs in schools, community centers, and public forums should emphasize the benefits of e-government, including transparency, efficiency, and reduced corruption, to build public confidence and encourage widespread adoption.
- v. **Strengthen Monitoring, Evaluation, and Feedback Mechanisms:** A continuous monitoring and evaluation framework should be institutionalized to assess the performance and impact of e-government platforms on public service delivery. Citizen feedback mechanisms should be integrated into digital platforms to allow users to report service challenges, delays, or system failures, enabling timely improvements and responsive service provision.
- vi. **Enhance Data Security and Trust in Digital Systems:** The government should prioritize cybersecurity measures and data protection to safeguard citizens' personal information. Strengthening system security and ensuring transparency in data handling will build public trust, which is essential for the sustainability and effectiveness of e-government platforms in delivering public services.

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