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## Research Article

### Excellence In E-Governance: Replicable Innovations from Quezon City

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#### ABSTRACT

This study explores how Quezon City's e-governance programs—QC e-services, QCitizen ID, and QC Biz Easy—have improved public service delivery by making services more efficient, transparent, and accessible. These initiatives offer practical benefits, including easy-to-use interfaces and broad device accessibility, making them adaptable for other Local Government Units (LGUs) interested in digital transformation. The research also addresses challenges, such as limited technology access, funding constraints, and the need for strategies to manage resistance to change. Findings show that Quezon City's approach not only enhances local services but also sets a benchmark for other municipalities seeking to innovate and improve public service delivery through e-governance.

**Keywords:** *Local Government Unit (LGU), E-governance, Public service delivery, Award-winning innovation, Replicability, Best practices*

#### Introduction

In an increasingly digitized world, leveraging technology in governance has become essential for enhancing public service delivery, transparency, and citizen engagement. E-governance, which utilizes digital platforms and information technology to manage and deliver government services, is now a crucial component of modern governance worldwide (Bokhari & Myeong, 2022). The COVID-19 pandemic has further highlighted the importance of e-governance, as governments faced

unprecedented challenges in maintaining essential services. Quezon City's replicable, award-winning innovations demonstrate the potential of e-governance to address these challenges effectively, providing a model for other local government units (LGUs) to follow (Troy, Bajar, & Porsche-Ludwig, 2021).

Globally, e-governance practices are key to achieving sustainable development goals (SDGs). Both developed and developing nations recognize the positive impact of e-governance on economic, environmental, and social

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outcomes (Othman, Razali, & Nasrudin, 2020). In the Philippines, the government has promoted the digitalization of public services, with cities like Quezon City leading these efforts. This study aims to examine Quezon City's successful e-governance initiatives—specifically, the QC e-services, QCitizen ID, and QC Biz Easy programs—and assess their potential for replication in other localities to improve governance and service delivery.

The legal and policy framework for e-governance in the Philippines is anchored in national directives. Republic Act No. 11032, the "Ease of Doing Business and Efficient Government Service Delivery Act of 2018," mandates the enhancement of public service delivery through technology. The Department of Information and Communications Technology (DICT) has further supported this mandate with memoranda and guidelines to foster transparency and efficiency in public administration (De Castro & De Castro, 2022). These policies provide a foundation for LGUs to adopt digital transformation initiatives.

Despite these frameworks, significant challenges remain in realizing e-governance's full potential in the Philippines, as LGUs vary widely in their adoption and implementation of digital solutions. While Quezon City has earned national recognition and prestigious awards for its e-governance achievements (Tabuga, 2023), many smaller localities struggle with the scalability and replication of these models.

Locally, Quezon City exemplifies the potential of e-governance within the Philippine context, having streamlined various processes, such as business permit applications, and enhanced citizen engagement through online platforms (De Castro & De Castro, 2022). Yet, barriers persist, such as resource limitations and technological gaps, that hinder the broad accessibility and replication of these innovations.

This study addresses the need for scalable, efficient e-governance solutions amidst the global and local demands for enhanced public service delivery. As cities worldwide face challenges associated with urbanization, economic growth, and sustainable development, digital governance becomes increasingly vital (Nurdiana, Hariyani, & Boedirochminarni,

2023). This research aims to bridge the knowledge gap by analyzing Quezon City's award-winning e-governance practices and exploring how other LGUs in the Philippines—and potentially in other countries—can leverage these innovations to improve governance and better serve their constituents.

Challenges such as limited resources, insufficient technological infrastructure, and digital literacy issues continue to hinder widespread e-governance adoption (Shkarlet et al., 2020). This study explores the mechanisms behind Quezon City's successes to determine whether these practices can be adapted to other localities facing similar constraints. This motivation underscores the importance of finding scalable, technology-driven solutions to enhance governance and public service delivery.

By focusing on the replicability of Quezon City's e-governance innovations, this research aims to contribute valuable insights to ongoing efforts to improve governance through digital transformation. This study not only highlights Quezon City's accomplishments but also provides a framework for other LGUs seeking to adopt similar innovations, fostering a more efficient, transparent, and citizen-centered approach to governance.

This section reviews the existing literature on various facets of e-governance, focusing on themes such as the role of digital transformation in governance, the impact of technological innovations, the global perspective on e-governance, and its specific application in the Philippine context. The review will also cover topics such as the role of artificial intelligence (AI) in e-governance, the significance of digital innovations during the COVID-19 pandemic, and key factors influencing the successful implementation of e-governance initiatives. By organizing the literature thematically, this section aims to provide a comprehensive understanding of the state of e-governance both globally and in Quezon City.

#### Digital Transformation and E-Governance

The digital transformation of governance systems has been a focal point of academic discourse in recent years. E-governance involves the use of digital platforms to deliver public services efficiently, improve transparency, and foster better communication between

government entities and citizens. According to Bokhari and Myeong (2022), artificial intelligence based technological innovations have been instrumental in enhancing e-service delivery in smart cities. They emphasize that AI-driven knowledge management systems can streamline public administration processes, thereby increasing the overall efficiency of governance. Yukhno (2024) explores the broader role of digital transformation in public administration, particularly focusing on the governance of big data. Yukhno argues that governments must adapt to the evolving landscape of digital tools, which offer unprecedented opportunities to manage vast amounts of data and enhance decision-making processes. Similarly, Shkarlet et al. (2020) conduct a comparative analysis of best practices in e-governance implementation, highlighting how developing countries can benefit from the successful adoption of digital governance tools. Their study underscores the potential of e-governance to bridge gaps in public service delivery, especially in underdeveloped regions.

#### Impact of Technological Innovations on Governance

The role of technological innovation, particularly during times of crisis, is another key theme in e-governance literature. Troy, Bajar, and Porsche-Ludwig (2021) explore how local governments in the Philippines utilized digital platforms such as Facebook to maintain governance continuity during the COVID-19 pandemic. The authors note that the pandemic acted as a catalyst for local governments to innovate and use digital tools to reach citizens more effectively, enabling remote service delivery and public engagement. Nurdiana, Hariyani, and Boedirochminarni (2023) examine the relationship between digitalization and economic growth in the ASEAN region. They argue that the digitalization of governance has a direct and positive impact on economic performance, as it creates a more transparent and efficient business environment. This research aligns with the broader global trend of increasing digital transformation, as governments seek to create sustainable systems that benefit from the efficiency and scalability of digital platforms.

#### Global Perspective on E-Governance and Sustainable Development

Othman, Razali, and Nasrudin (2020) discuss the critical role that e-governance plays in achieving sustainable development goals (SDGs). Their research emphasizes that e-governance can enhance the efficiency of public services and promote environmental sustainability by reducing the need for paper-based processes. This aligns with the United Nations' call for digitized governance systems that reduce waste and improve access to services for marginalized populations. Similarly, Shkarlet et al. (2020) highlight that developing countries are beginning to adopt best practices from developed nations in order to achieve their SDG targets, but they note that successful implementation requires strong leadership and political will.

#### E-Governance in the Philippine Context

E-governance has been gaining traction in the Philippines, particularly through local government units (LGUs) like Quezon City, which have been recognized for their innovative approaches to public service delivery. De Castro and De Castro (2022) discuss the progress of e-government initiatives in the Philippines, noting that local governments have begun to embrace digital solutions to improve governance. They highlight Quezon City as a leading example, citing its implementation of digital platforms that streamline processes such as business permits and tax collection, which have garnered national recognition. Tabuga (2023) analyzes local governance innovations in the Philippines, offering insights into how successful initiatives can be replicated across other LGUs. This is particularly relevant to the case of Quezon City, which has received multiple awards for its e-governance initiatives. According to Tabuga, these innovations not only improve service delivery but also enhance public trust in government institutions by promoting transparency and accountability. Abesamis and Caramancion (2022) also examine the role of e-governance in organizational control, focusing on the Philippine Identification System (Phil-Sys), which aims to create a unified national ID to improve access to e-government services.

## Challenges and Opportunities in E-Governance Implementation

While the potential benefits of e-governance are clear, there remain significant challenges to its full implementation. De Castro and De Castro (2022) point out that not all LGUs in the Philippines have the resources or technological infrastructure necessary to adopt e-governance systems successfully. They argue that for e-governance to be truly effective, it must be accompanied by investments in infrastructure, capacity-building, and digital literacy programs. Belvin (2023) touches on similar themes, highlighting the challenges of implementing e-governance in regions with limited resources. Despite these challenges, the literature remains optimistic about the future of e-governance, especially in light of successful models like Quezon City, which demonstrate that with the right political will and investment, e-governance can lead to more efficient and equitable governance systems.

The reviewed literature highlights the growing importance of e-governance as a tool for enhancing public service delivery, promoting transparency, and achieving sustainable development goals. While the global perspective underscores the potential of digital transformation in governance, the specific case of Quezon City demonstrates how local governments in the Philippines are beginning to embrace these innovations. Despite challenges in implementation, successful examples from Quezon City and other regions suggest that with adequate resources and political commitment, e-governance can be scaled and replicated to benefit other localities. This review provides a foundation for understanding the complexities of e-governance and the opportunities it presents for improving public administration in the Philippines and beyond.

## Synthesis

The reviewed literature underscores the critical role of e-governance in shaping the future of public administration, with digital transformation emerging as a pivotal theme. Across various studies, the importance of integrating digital tools and AI-based solutions into governance is consistently highlighted. Bokhari and Myeong (2022) emphasize the

transformative potential of AI in smart cities, which not only enhances service delivery but also creates opportunities for knowledge management. Similarly, Yukhno's (2024) work on big data governance broadens the scope by showcasing how digital tools can streamline government functions, enabling more informed decision-making. These studies collectively suggest that e-governance is not merely a technological upgrade but a fundamental shift in how public administration operates, relying on data-driven tools to improve transparency and efficiency.

Another salient point that emerges from the literature is the role of technological innovations during crises, particularly the COVID-19 pandemic. Troy, Bajar, and Porsche-Ludwig (2021) highlight how local governments in the Philippines, including Quezon City, rapidly adopted digital platforms to maintain governance continuity. Their findings align with the broader theme of digital innovation as a solution for governance challenges, as echoed by Nurdiana, Hariyani, and Boedirochminarni (2023), who link digitalization with economic growth in the ASEAN region. This connection between technological innovation and economic performance reinforces the argument that e-governance can serve as a catalyst for both governance and economic development. The global perspective on e-governance, as discussed by Othman, Razali, and Nasrudin (2020), further strengthens the argument for e-governance as a tool for achieving sustainable development goals (SDGs). The emphasis on paperless processes and environmental sustainability aligns with the United Nations' push for digital solutions to enhance inclusivity and reduce waste. Shkarlet et al. (2020) echo this sentiment, suggesting that e-governance is particularly valuable for developing countries seeking to improve public service delivery. These global insights underscore the need for leadership and political commitment to maximize the benefits of e-governance, a challenge echoed in the Philippine context.

In the Philippines, e-governance initiatives are gaining traction, particularly in progressive cities like Quezon City. As De Castro and De Castro (2022) discuss, Quezon City's digital platforms for business permits and tax collection

have set a benchmark for other local government units (LGUs). Tabuga's (2023) analysis of local governance innovations in the

Philippines supports the replicability of these award-winning initiatives, which have enhanced transparency and citizen engagement. Abesamis and Caramancion (2022) provide further context by examining the Philippine Identification System (PhilSys), demonstrating the country's commitment to streamlining e-government services through unified systems.

Despite these advancements, challenges remain. As De Castro and De Castro (2022) point out, not all LGUs in the Philippines have the technological infrastructure or resources to implement e-governance successfully. Belvin (2023) adds that limited resources and capacity-building constraints continue to hinder full adoption, particularly in less developed areas.

However, the optimism in the literature regarding successful models like Quezon City suggests that with sufficient investment and political will, these challenges can be overcome.

The synthesis of these studies reveals a growing consensus on the importance of e-governance in modernizing public administration, particularly in the context of technological advancements. While global perspectives provide a macro-level view of how e-governance supports sustainable development and economic growth, the specific case of Quezon City offers a micro-level demonstration of how local governments can leverage digital tools for effective governance. The literature suggests that despite the challenges of resource limitations and technological gaps, the replicability of successful e-governance models like Quezon City's can serve as a blueprint for other localities. Therefore, this study builds on the argument that by analyzing the success of Quezon City's innovations, valuable insights can be gained to support the scaling of e-governance initiatives across the Philippines and other developing regions.

The literature supports the notion that e-governance is an essential component of modern public administration. It offers a pathway to more transparent, efficient, and citizen-centered governance, especially in cities like Quezon City, where technological innovations have

yielded tangible benefits. However, the successful replication of these models depends on overcoming challenges related to infrastructure, resources, and capacity-building. The present study contributes to this discourse by analyzing Quezon City's award-winning innovations, thus providing insights into how these models can be adapted and scaled to other local government units.

### Theoretical Framework

The theoretical framework of this study draws on key theories and models from the fields of e-governance, digital transformation, and public service delivery. Grounded in the works of scholars who have explored the integration of technology in governance, this framework provides the foundation for understanding how Quezon City's e-governance innovations can be analyzed and potentially replicated by other local government units (LGUs). The study is primarily underpinned by three theoretical perspectives: Technological Innovation in Governance, AI-Based Knowledge Management, and Digital Public Service Delivery.

### Technological Innovation in Governance

The role of technological innovation in governance forms the backbone of this study. Othman, Razali, and Nasrudin (2020) emphasize that e-governance is a critical factor in achieving the Sustainable Development Goals (SDGs), as it enhances the efficiency of public services and promotes environmental sustainability. Their work aligns with the United Nations' perspective that digitizing governance systems leads to reduced administrative costs, greater access to public services, and improved transparency in governance processes. This theory supports the argument that Quezon City's e-governance innovations are not only valuable for local service delivery but also play a broader role in sustainable governance, which can be scaled and adapted by other regions.

This theoretical perspective also resonates with the Diffusion of Innovation Theory by Everett Rogers, which explains how innovations are adopted and diffused through social systems over time. The Diffusion of Innovation Theory is relevant in examining how Quezon

City's successful e-governance innovations spread across other municipalities. As Rogers (2003) postulates, innovation adoption depends on key factors such as relative advantage, compatibility, complexity, trialability, and observability. This framework can help assess which of Quezon City's innovations are most likely to be replicated by other LGUs, particularly by evaluating their fit with the technological, social, and economic contexts of different regions.

#### AI-Based Knowledge Management

The integration of artificial intelligence (AI) in e-governance is another key theoretical component of this study. Bokhari and Myeong (2022) argue that AI-based systems can revolutionize governance by providing data-driven solutions to public service delivery. Their theory on AI-Based Technological-Oriented Knowledge Management suggests that AI enhances governance by enabling efficient knowledge transfer, facilitating decision-making, and streamlining administrative processes. In the context of Quezon City, AI-driven platforms for data management and citizen engagement demonstrate how technology can optimize government functions and foster better service delivery.

This theoretical lens is supported by the Knowledge Management Theory, which posits that organizations benefit from systematically capturing, distributing, and effectively using knowledge. Applying this theory to e-governance implies that AI-based systems enhance the government's ability to process large data sets and respond to citizen needs efficiently. By examining the use of AI in Quezon City's e-governance platforms, this study investigates how data management and AI systems contribute to improved transparency, efficiency, and user satisfaction.

#### Digital Public Service Delivery

The final theoretical foundation rests on the concept of Digital Public Service Delivery. Yurkhno (2024) explores the role of big data governance and its contribution to enhancing public service outcomes. His research demonstrates that digital platforms enable faster, more accurate, and cost-efficient services,

directly correlating with citizen satisfaction. This aligns with the New Public Management Theory (NPM), which advocates for the use of private-sector practices in public administration to increase efficiency, effectiveness, and customer satisfaction. Troy, Bajar, and Porsche-Ludwig's (2021) work on the role of digital innovations during the COVID-19 pandemic also contributes to this theoretical foundation. They highlight that digital platforms such as social media enabled local governments to maintain governance continuity and improve public service delivery during a crisis. This perspective emphasizes the capacity of digital tools to not only provide consistent services but also engage citizens and enhance transparency in governance processes. The application of these tools in Quezon City's e-governance innovations demonstrates their value in fostering a more responsive and citizen-centered government.

#### Challenges in E-Governance Implementation

The theoretical framework also recognizes the challenges associated with e-governance implementation. De Castro and De Castro (2022) and Belvin (2023) highlight the resource limitations, technological infrastructure gaps, and political challenges that local governments often face when adopting e-governance systems. These challenges are rooted in the Institutional Theory, which explains how organizations are influenced by the norms and rules of their environment.

Institutional Theory helps frame the barriers that LGUs may face when trying to replicate Quezon City's innovations, particularly when resources or political commitment are lacking. Addressing these challenges involves not only technological adaptation but also leadership and capacity-building to ensure successful implementation.

These theoretical perspectives, the framework integrates the role of technological innovation, AI-based knowledge management, and digital public service delivery in driving the success of e-governance initiatives. The Diffusion of Innovation Theory and Institutional Theory provide additional insights into how innovations can be replicated and the barriers that may exist in the process. By leveraging

these theories, the study aims to explore how Quezon City’s award winning innovations can serve as a model for other LGUs in the

Philippines, with a particular focus on identifying the factors that influence their replicability and scalability.

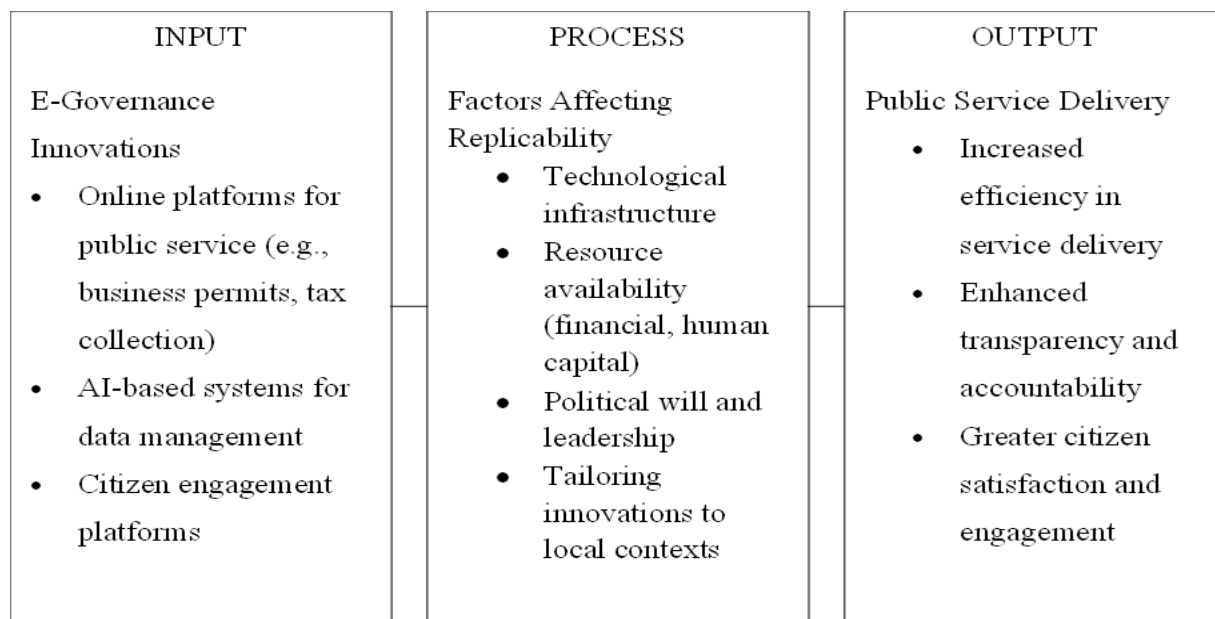


Figure1. Input-Process-Output model

### Conceptual Framework

These components outline the relationship between Quezon City’s e-governance initiatives, the factors affecting their replicability, and the expected outcomes on public service delivery. This framework provides a clear illustration of how the study will investigate the replicability of Quezon City’s award-winning innovations by other local government units (LGUs).

The **Input** section focuses on the specific e-governance innovations implemented by Quezon City. These innovations include online platforms for public services such as business permits and tax collection, AI-based systems for data management, and citizen engagement platforms. These technologies streamline administrative processes, improve the accuracy and efficiency of public service delivery, and foster better communication between the government and its citizens. By automating tasks and providing platforms for greater citizen participation, Quezon City has enhanced transparency and responsiveness in its governance.

In the **Process** section, the framework identifies the key factors that influence the replicability of these e-governance innovations by

other LGUs. These factors include technological infrastructure, financial and human resources, and political will and leadership. The ability to tailor innovations to local contexts is also critical, as each LGU may have unique circumstances that require adjustments to the original model used by Quezon City.

The **Output** section describes the anticipated outcomes of successfully replicating Quezon City’s e-governance innovations. These outcomes include increased efficiency in service delivery, enhanced transparency and accountability, and greater citizen satisfaction and engagement through accessible platforms.

The conceptual framework emphasizes the relationship between the e-governance innovations, the factors that affect their replicability, and the positive impacts on public service delivery. By analyzing how these factors interact, the study aims to determine how Quezon City’s successful e-governance models can be scaled and adapted by other LGUs. This framework highlights the potential for these innovations to transform public administration in other regions, leading to more efficient, transparent, and citizen-centered governance systems.

## Methodology

*Specifically, the study will address the following questions:*

1. What are the key award-winning e-governance programs implemented by Quezon City that led to significant improvements in service delivery?
2. How do these e-governance programs contribute to efficiency, transparency, and accessibility in public services?
3. What specific features of Quezon City's e-governance innovations make them replicable for other municipalities or organizations?
4. What challenges were encountered during the implementation of these e-governance programs, and how were they overcome?
5. What were the measurable outcomes of these e-governance initiatives in terms of reduced processing times, cost savings, or improved user satisfaction

## Research Design

This study employs a quantitative research design to explore the factors influencing employee experiences with e-governance in Quezon City, focusing on individual characteristics, professional experiences, and perceptions of the digitalized system within the Local Government Unit (LGU). The design enables the examination of data to test hypotheses and address questions on current performance-related phenomena (Singh, Kar, & Ilavarasan, 2018). According to Alloghani (2019), two key variables impact e-governance performance: consistency in the appraisal process and perceived fairness of expectations, both of which affect employee motivation. This approach is supported by Mukanu (2020), who found that perceived reward value significantly impacts motivation in digitalized platforms.

The study aims to uncover insights into the components of Quezon City's award-winning e-governance programs by examining the clarity, fairness, and effectiveness of digital initiatives. Specifically, it seeks to understand how these programs influence employee motivation through metrics such as responsiveness, citizen-centered service, and transformative evaluation. Additionally, the study evaluates the management competencies of the Quezon City

administration, including planning, communication, motivation, and decision-making processes in implementing e-governance.

## Population and Sampling

A random sampling method was used to select 75 LGU employees in Quezon City involved in implementing e-governance programs. This method ensures that the sample accurately represents the population, allowing for generalizable insights. Participants were selected based on specific criteria to ensure they have direct experience with the e-governance programs under study. The study excludes employees who do not work directly in relevant areas, as well as those who choose not to participate or who withdraw consent during the study.

The respondents' confidentiality is prioritized, with all personal information pseudonymized. Data collected will be used solely for research purposes and will not be shared beyond the study's scope. The study is conducted as an academic endeavor, with no affiliations or funding that could influence results, preserving the integrity and neutrality of findings.

## Research Instrument

The researchers prepared a survey-type questionnaire as the main instrument in gathering information on Leveraging Quezon City's e-Governance for the Replicable Award-Winning Innovations and its implication to employees and people in the holistic interventional setting for the development of the community. The first section is information on the employees who are implemented in the e-Governance program in terms of personal-related, which includes profiles and other respective statuses that contribute to this study in distinguishing independent variables of the respondents. The second part is the dependent variables coming from the different indicators of e-governance awareness, efficiency, transparency, accessibility, features, challenges, reduced processing times, cost savings, and improved users, respectively.

The survey questionnaire was presented to the adviser, and other Professor for validation. The evaluators were able to analyze the contents to render judgment in terms of the rating



scale. The questionnaire was improved base on the result of the pool judgment of evaluators before it will be finally administered to the respondents.

*Data Gathering Procedure*

Participants were briefed on the study’s purpose and the benefits of e-governance in LGUs. Consent letters were distributed to ensure informed participation. Surveys were administered through Google Forms, with QR codes for easy access.

All completed questionnaires are securely stored to ensure confidentiality and organized systematically for analysis.

The study prioritizes participants' anonymity and confidentiality. All data are used exclusively for research purposes and will not be shared externally. Respondents are informed about the study's goals, and their consent is obtained prior to participation. Only Quezon City employees of legal age, directly involved in the e-governance programs, are included. There are no personal benefits gained by the researchers, ensuring impartiality and adherence to academic integrity.

*Data Analysis Procedure*

Statistical methods, including frequency distribution and percentage analysis, are used to assess the impact of Quezon City’s e-governance programs on service efficiency, transparency, and accessibility. These data are measured using average weighted means to draw meaningful conclusions.

**Results and Discussion**

This chapter presents, interprets, and analyzes the data gathered regarding the self-assessment tool (E-SAT). It contains the study's results, which are presumed to have responded to the research problems identified in Chapter 1.

This section holds the nature and characteristics of data parameters that every analysis has scrutinized each value for their frequencies that fit to the sample size 75. The following tables show the mean response on the development of digitalize e-Governance of Local Government Unit for the implementation of e-Governance in Quezon City.

*Table 3.1: Multiple Response on the key award-winning e-governance programs implemented to improvements in service delivery*

**Table 3.1: Multiple Response on the key award-winning e-governance programs implemented to improvements in service delivery**

E-governance programs in Quezon City	Frequency	Percentage
1. QC e-Services (Online services for residents)	73	96.1%
2. QC Biz Easy (Business registration and licensing)	27	35.5%
3. QCitizen ID (Unified digital ID for residents)	56	73.7%
4. QC Job Portal (Employment opportunities)	15	19.7%
5. QC Real Property Tax Online (Property tax payments)	11	14.5%
6. QC Disaster Response System (Disaster preparedness and response)	2	2.6%
7. QC Health Online (Health services management)	16	21.1%
8. QC Public Wi-Fi (Free public internet access)	17	22.4%
11. QC Social Welfare Online (Social welfare services)	3	3.9%
12. QC Smart School Program (Educational technology initiatives)	1	1.3%

The table 3.1 presents data on the frequency and percentage of respondents identified various e-governance programs in Quezon City as key award-winning initiatives. The most frequently chosen programs are QC e-Services (Online services for residents) 96.10% of respondents identified this program as award-winning, followed by the QC Citizen ID (Unified digital ID for residents) value of 73.70% identified this program as award-winning, and QC Biz Easy (Business registration and licensing) 35.50% of respondents identified this program as award-winning. Other programs received lower percentages suggesting that they are valuable and not widely recognized or impactful as the top three. The key findings from the assessment of e-governance programs in Quezon City highlight important positive perceptions among citizens. Accessibility for diverse groups emerged as a key benefit, with citizens acknowledging that these initiatives have expanded access to public services, particularly for those in remote areas and individuals with disabilities. The recognition of this inclusivity underscores the success of e-governance in breaking down traditional barriers to service access. Additionally, the high appreciation for 24/7 access to government services through digital platforms reflects the convenience and efficiency that e-governance brings to citizens' lives, enabling them to engage with public services at their convenience.

User-friendliness scored slightly lower than other categories, the overall positive perception indicates a strong foundation for continued improvement and optimization. The acknowledgment of multilingual support as a valuable feature highlights the importance of catering to the diverse linguistic needs of Quezon City residents, promoting inclusivity and ensuring that services are accessible to all (Vaidya, 2020). It emphasizes the presence of assistive features and accessible design elements, further demonstrating a commitment to inclusivity and usability for individuals with varying needs, reinforcing the city's dedication to serving all members of the community

(Hartanto, Dalle, Akrim, & Anisah, 2021). Similarly, Lee-Geiller and Lee (2019) propose a conceptual model for evaluating these websites, focusing on their effectiveness in promoting transparency, citizen participation, and service delivery. This model provides a framework for assessing the impact of award-winning e-governance programs such as those implemented in Quezon City in the improving service delivery by analyzing the accessibility, usability, and content of government websites, researchers that evaluate their contribution to citizen empowerment, information dissemination, and overall efficiency in public service delivery.

In conclusion, the findings underscore the success of e-governance initiatives in Quezon City in enhancing accessibility, user-friendliness, and inclusivity in public service delivery. The positive reception from citizens reflects the effectiveness of these programs in meeting the diverse needs of the population and improving overall service delivery. Moving forward for continued efforts to address any areas of improvement identified, such as enhancing user-friendliness and expanding multilingual support, will further strengthen the impact and reach of e-governance initiatives in Quezon City, ensuring that public services remain accessible and responsive to the needs of all residents.

Table 3.2 provides insights into the e-governance programs in Quezon City that have been recognized for excellence in service delivery. The most frequently recognized programs are QC e-Services: 82.9% of respondents identified this program as award-winning, followed by the category of QC Biz Easy: 56.6% of respondents identified this program as award-winning in "Business registration and licensing" and QCitizen ID: 28.9% of respondents identified this program as award-winning for "Unified digital ID for residents". Other programs received lower percentages of their respective valuable implications that they do not have widely recognized or impactful as the top three.

**Table 3.2: Multiple Response on the key award-winning e-governance programs of the recognition for excellence in service delivery**

Recognition for excellence in service delivery	Frequency	Percentage
1.QC e-Services (Online services for residents)	63	82.9%
2.QC Biz Easy (Business registration and licensing)	43	56.6%
3.QC Citizen ID (Unified digital ID for residents)	22	28.9%
4.QC Job Portal (Employment opportunities)	3	3.9%
5.QC Real Property Tax Online (Property tax payments)	7	9.2%
6.QC Disaster Response System (Disaster preparedness and response)	16	21.1%
7.QC Health Online (Health services management)	14	18.4%
8.QC Public Wi-Fi (Free public internet access)	5	6.6%
9.QC Traffic Management System (Traffic monitoring and control)	5	6.6%
10.QC Open Data Portal (Data transparency and public access)	1	1.3%
11.QC Social Welfare Online (Social welfare services)	9	11.8%
12.QC Smart School Program (Educational technology initiatives)	2	2.6%

Implications on the high recognition for QC e-Services and QC Biz Easy underscore online service delivery in enhancing citizen experience and facilitating business operations. These programs are streamlining access to essential services and simplifying bureaucratic processes, demonstrating the tangible benefits of e-governance for both residents, and businesses. This focus on core services reinforces the importance of prioritizing initiatives that directly address citizens' needs and contribute to a more efficient and accessible government. The high valuation of the QC Citizen ID program further highlights the significance of unified digital identification in building a robust e-governance ecosystem. A streamlined and secure identification system facilitates access to various services, reduces bureaucratic hurdles, and enhances data security that ultimately contributing to a more efficient and citizen-centric government. Programs like QC Job Portal and QC Smart School Program have received lower recognition that presents an opportunity for targeted improvements to maximize their impact and increase their visibility among citizens. Addressing specific challenges, such as enhancing user-friendliness, expanding outreach, and tailoring content to meet specific needs, achieve greater effectiveness, and garner wider recognition. This approach emphasizes the need for continuous evaluation and adaptation to ensure that e-governance initiatives remain relevant, impactful, and responsive to the community's evolving needs

(Ariyaningsih, Subagyov, Suhartono, Rivai, & Rajab, 2023). Yarulina (2019) delves into successful models of online platforms, citizen engagement tools, and data-sharing initiatives that have fostered greater trust and accountability in governance for analyzing international best practices for providing new insights into digital interaction that effectively implemented to strengthen democratic processes and empower citizens. The findings of this research inform the development of e-governance strategies in their community and other countries seeking to enhance their digital engagement with citizens.

In conclusion, the evaluation highlights the importance of focusing on core services, prioritizing citizen identification, and implementing targeted improvements to optimize the impact of e-governance programs. Addressing these key areas in Quezon City can further enhance its e-governance ecosystem, ensuring these initiatives remain relevant, effective, and valuable to its citizens. Additionally, Quezon City's e-governance initiatives have successfully implemented programs that are recognized for their excellence in service delivery. The focus on online services, business support, and citizen identification aligns with key priorities for effective e-governance. Continued efforts to enhance these programs and address areas with lower recognition can further strengthen Quezon City's e-governance initiatives and improve service delivery.

**Table 3.3: Multiple Response on the key award-winning e-governance programs improved service delivery in Quezon City**

E-governance programs improved service delivery in Quezon City	Frequency	Percentage
1.Accessibility to government services	40	52.6%
2.Speed and efficiency of transactions	16	21.1%
3.Public safety and disaster preparedness	3	3.9%
4.Health services and management	2	2.6%
6.Business registration and compliance	5	6.6%
7.Tax collection and management	2	2.6%
11.Social welfare services	1	1.3%
12.Infrastructure development and planning	1	1.3%
13.Transparency and accountability	4	5.3%
14.Community engagement and participation	2	2.6%
1.QC e-Services (Online services for residents)	69	90.8%
2.QC Biz Easy (Business registration and licensing)	32	42.1%
3.QCitizen ID (Unified digital ID for residents)	32	42.1%
4.QC Job Portal (Employment opportunities)	9	11.8%
5.QC Real Property Tax Online (Property tax payments)	16	21.1%
6.QC Disaster Response System (Disaster preparedness and response)	11	14.5%
7.QC Health Online (Health services management)	19	25.0%
8.QC Public Wi-Fi (Free public internet access)	14	18.4%
9.QC Traffic Management System (Traffic monitoring and control)	7	9.2%
10.QC Open Data Portal (Data transparency and public access)	7	9.2%
11.QC Social Welfare Online (Social welfare services)	14	18.4%
12.QC Smart School Program (Educational technology initiatives)	7	9.2%

Table 3.3 shows both specific e-governance programs and general categories of service delivery improvement. Interestingly, a high percentage of respondents (over 90.8%) linked QC e-Services to accessibility improvements for “Online services for residents,” suggests the online resident services are seen as the most impactful program in making government services more accessible while the other program contributions for speed and efficiency attributed improvements in this area to Accessibility to government services, QC e-Services, and QC Biz Easy implying faster online transactions for residents and businesses. Specific Programs for Real Property Tax Online and QC Disaster Response System also received recognition for their contributions to specific service areas. The lower recognition programs, such as QC Job Portal, QC Open Data Portal, and QC Smart School Program, received lower percentages across all categories, suggesting lower impact in their recognition among the public community.

Interestingly, some programs received higher percentages for their perceived service delivery improvements than the “recognition for excellence’ of results. This could indicate they are not widely recognized for awards while citizens still appreciate their contribution to improved services. Rawat & Morris (2021) and Aziz & Sallow (2021) shed light on the crucial role of technology and institutions in shaping the effectiveness of e-governance programs. It explores the national analysis of technological advancements and institutional frameworks that influence e-participation for the complex interplay between these factors in promoting citizen engagement, while the review of e-governance development concepts underscores the need for a comprehensive approach that considers technological infrastructure, legal frameworks, and human resource capacity (Aziz & Sallow 2021). These studies collectively suggest that successful e-governance programs require a strategic alignment of technology, institutions, and citizen engagement in addressing the unique challenges and

opportunities presented by each context, e-governance initiatives that effectively leverage technology to improve service delivery, enhance transparency, and empower citizens to participate in the democratic process.

In conclusion, e-governance programs in Quezon City have demonstrably improved service delivery in various areas such QC e-Services stands out for its perceived impact on

accessibility while specific programs like QC Biz Easy and QC Real Property Tax Online have their strengths and others require more public awareness efforts in focusing both citizen awareness and addressing areas with lower recognition for further strengthen its e-governance initiatives and maximize their positive impact on service delivery.

**Table 4.1: Mean Response on the e-Governance Programs Contribute to Efficiency in Public Services**

Efficiency	1	2	3	4	5	AWM	SD	DE
1. The e-governance system has reduced the overall processing time for public services.	7	0	6	26	36	4.12	1.1850	Agree
2. Quezon City's e-governance platforms have streamlined administrative tasks and operations.	4	1	6	29	35	4.20	1.0267	Agree
3. Public services are now more efficient due to reduced paperwork through digital means.	5	1	4	35	30	4.12	1.0522	Agree
4. The e-governance system has improved the speed of decision-making in local government services.	6	0	4	36	29	4.09	1.0802	Agree
5. E-governance programs have enhanced the coordination between departments and agencies.	6	0	6	37	26	4.03	1.0777	Agree
6. Quezon City's e-governance initiatives have optimized the use of resources for service delivery	4	1	5	32	33	4.19	1.0093	Agree
7. The introduction of e-governance has significantly reduced bureaucratic delays.	5	0	11	30	29	4.04	1.0710	Agree
8. The e-governance system has made accessing public services quicker and more convenient.	6	0	2	33	34	4.19	1.0867	Agree
9. Quezon City's e-governance platforms have reduced service delivery time for citizens.	6	0	7	30	32	4.09	1.1171	Agree
10. Digital systems in Quezon City have enabled faster and more effective feedback on service requests.	4	1	5	34	31	4.16	1.0005	Agree
<b>Overall Mean</b>						<b>4.12</b>	<b>1.0706</b>	<b>Agree</b>

Legend: 1:(1.00-1.80) - Strongly Disagree, 2:(1.81-2.60) - Disagree, 3:(2.61-3.40) - Neutral, 4:(3.41-4.20) - Agree, 5:(4.21-5.00) - Strongly Agree, AWM - Average Weighted Mean, DE - Descriptive Equivalent

Table 4.1 shows the average responses to a survey on the e-governance programs that contribute to efficiency in public services in Quezon City. Each statement is rated on a scale of 1 (Strongly Disagree) to 5 (Strongly Agree) for the highest and lowest average weighted mean value that contributes to e-governance programs. The highest weighted mean was 4.20 in Statement 2, "Quezon City's e-governance platforms have streamlined administrative tasks and operations," indicating the strongest agreement on efficiency improvement in this area. The lowest average weighted mean of 4.03 is part of statement 5, "E-governance programs have enhanced the coordination

between departments and agencies," suggesting a less pronounced perception of efficiency improvement in inter-departmental coordination. The implication for this section contains the e-governance program implementation with a positive trendline in their respective results with the higher level of agreement for the descriptive equivalent "Agree".

The implications of the e-governance program for implementing e-governance programs hold important potential to enhance efficiency in public services, as evidenced by research across various countries. Muradov (2022) highlights the challenges government agencies face in implementing e-governance in

identifying issues such as information inequality, technical difficulties, personnel problems, and information security. These challenges underscore the need for comprehensive strategies to address the complexities of digital transformation within government institutions. Umbach and Tkalec (2022) delve into the evaluation of e-governance programs, emphasizing the importance of considering context-specific factors when assessing the effectiveness of digitalized public services. Their research highlights the need for tailored evaluation approaches for unique institutional settings, policy areas, and administrative traditions. Giri (2019) examines the obstacles to effective public service delivery in their respective country in emphasizing the role of e-governance in promoting good governance. It identifies challenges such as inadequate infrastructure in limiting digital literacy and a lack of skilled personnel as critical barriers to successful e-governance implementation. These studies collectively demonstrate that while e-governance programs offer significant potential for improving efficiency and service delivery, their success hinges on addressing the multifaceted challenges associated with digital transformation within the public sector. This includes

overcoming technical hurdles, fostering a culture of digital literacy, and developing robust evaluation frameworks that account for the unique context of each implementation.

This suggests that the city’s focus on implementing innovative and award-winning programs has yielded tangible results in streamlining processes and enhancing service delivery. The success of these programs serves as a model for other departments within the city government, encouraging people to adopt similar efficiency-enhancing approaches. However, the lower average weighted mean scores for inter-departmental coordination highlight a critical area for improvement. Despite the advancements in individual departments, these results suggest a need for further efforts to integrate and streamline processes across different governmental agencies. This will require a concerted effort to break down silos, foster collaboration, and develop a unified approach to e-governance implementation in addressing these challenges so that Quezon City can further enhance its e-governance ecosystem in creating a more seamless and efficient system for its citizens for the digitalized process of community development.

**Table 4.2: Mean Response on the e-Governance Programs Contribute to Transparency in Public Services**

Transparency		1	2	3	4	5	AWM	SD	DE
1)	E-governance programs have made government procedures more transparent to the public.	5	0	9	36	25	4.01	1.0331	Agree
2)	Citizens are now able to track the status of their requests or applications in real time.	5	0	7	36	27	4.07	1.0310	Agree
3)	Quezon City’s e-governance programs provide easy access to public records and data.	6	0	12	35	22	3.89	1.0852	Agree
4)	The digital systems have improved public trust by making government decisions more visible.	5	1	10	35	24	3.96	1.0583	Agree
5)	E-governance platforms ensure that information on public services is clear and easily available.	6	1	6	38	24	3.97	1.0902	Agree
6)	Quezon City’s e-governance programs promote accountability through open access to data.	4	2	7	39	23	4.00	1.0000	Agree
7)	The digital systems provide real-time updates to the public regarding government activities.	6	1	3	42	23	4.00	1.0654	Agree
8)	E-governance has reduced the occurrence of corruption through increased public scrutiny.	6	1	7	36	25	3.97	1.1025	Agree
9)	The public can submit inquiries or complaints more easily through Quezon City’s digital platforms.	6	1	6	31	31	4.07	1.1311	Agree
10)	E-governance programs allow for more citizen participation in monitoring government projects.	5	1	11	31	27	3.99	1.0842	Agree
<b>Overall Mean</b>							<b>3.99</b>	<b>1.0681</b>	<b>Agree</b>

Legend: 1:(1.00-1.80) - Strongly Disagree, 2:(1.81-2.60) - Disagree, 3:(2.61-3.40) - Neutral, 4:(3.41-4.20) - Agree, 5:(4.21-5.00) - Strongly Agree, AWM - Average Weighted Mean, DE - Descriptive Equivalent

Table 3.2 shows the citizens of Quezon City generally perceive e-governance programs as contributing to transparency in public services. The average weighted mean (AWM) for all statements is 3.99, which falls within the “Agree” category. The highest average weighted mean of 4.07 for statements 2, and 9 indicating strong agreement on the positive impact of e-governance on transparency. These statements relate to reduced processing time, real-time tracking, public access to information, and citizen participation. At the same time, the lowest weighted mean of 3.89 indicates statement 3, “Quezon City’s e-governance programs provide easy access to public records and data,” has the lowest value in suggesting that transparency in public records is valued for improvement in terms of accessibility. Additionally, e-governance programs in Quezon City have successfully enhanced transparency in public services, and citizens appreciate increased access to information, reduced processing times for designated areas, and opportunities for participation. However, there is still room for improvement in providing easier access to public records and data.

Transparency in public services is a crucial aspect of building trust with citizens. Two (2) studies delve into this topic through the lens of e-governance in their community area. Ariyaningsih et al. (2023) suggest a connection between streamlined processes and transparency for the citizen's experience with a more integrated system where information flows freely between departments that fosters a clearer view of government operations. Similarly, Hartanto et al. (2021) take a broader approach in examining the role of e-governance as a mechanism for building public trust in their country. Their findings highlight the perceived effectiveness of e-governance in strengthening the link between good governance and public trust. This connection likely stems from the increased transparency of e-governance programs. By making information about this e-governance more accessible and processes more visible, citizens gain a better understanding of how their government functions leading to increased public trust. These studies together emphasize the potential of e-governance initiatives to promote transparency in

public services, contributing to a more trusting relationship between citizens and their government.

To maintain and enhance transparency in its e-governance initiatives, Quezon City should prioritize a multi-pronged approach. Continued investment in e-governance programs is crucial, ensuring that these initiatives remain robust and accessible to citizens. This includes developing user-friendly online platforms and mobile applications that facilitate easy access to information and services. Furthermore, efforts should be made to improve access to public records and data, potentially through dedicated online portals or mobile applications. This increased transparency will empower citizens to hold the government accountable and participate more actively in decision-making processes. Regular surveys and feedback mechanisms should be implemented to gather citizen input and identify areas where transparency can be enhanced. This continuous feedback loop will ensure that e-governance initiatives are aligned with the needs and expectations of the community. Finally, training government officials and staff on transparency principles and best practices is essential for effective implementation. Equipping public servants with the knowledge and skills to operate transparently, Quezon City can foster a culture of accountability and openness, strengthening its commitment to good governance and citizen empowerment.

Table 4.3 presents how the citizens of Quezon City generally perceive e-governance programs as contributing to the accessibility of public services. The average weighted mean for all statements was 3.90, which falls within the “Agree” category for the accessibility of public services and ensures all citizens can benefit from the advantages of e-governance. The highest average weighted mean of 4.11, statement 9, “The e-governance platforms are accessible through multiple devices,” has the highest average, indicating strong agreement on the accessibility of e-governance programs. The lowest average mean is 3.75 in the statement 2, “E-governance platforms are user-friendly for both tech-savvy and non-tech-savvy individuals,” suggesting that there is room for improvement in these areas.

**Table 4.3: Mean Response on the e-Governance Programs Contribute to Accessibility in Public Services**

Accessibility	1	2	3	4	5	AWM	SD	DE
1) Quezon City’s e-governance programs have made public services accessible to a larger number of citizens.	6	1	9	30	29	4.00	1.1390	Agree
2) E-governance platforms are user-friendly for both tech-savvy and non-tech-savvy individuals.	6	3	12	37	17	3.75	1.1040	Agree
3) The digital platforms allow citizens to access government services from anywhere at any time.	6	2	6	30	31	4.04	1.1559	Agree
4) E-governance systems provide language options to cater to the diverse population of Quezon City.	7	2	8	43	15	3.76	1.1009	Agree
5) The e-governance system is accessible to people with disabilities, ensuring equitable access.	7	0	8	39	21	3.89	1.1098	Agree
6) The digital platforms offer assistance or help features to aid citizens in using the services.	7	0	7	38	23	3.93	1.1190	Agree
7) Citizens in remote or underserved areas can now access government services more easily via digital means.	7	1	13	34	20	3.79	1.1425	Agree
8) Quezon City’s e-governance programs ensure service availability beyond regular office hours.	7	0	4	42	22	3.96	1.0959	Agree
9) The e-governance platforms are accessible through multiple devices, such as mobile phones, tablets, etc.	7	0	3	33	32	4.11	1.1458	Agree
10) Digital public services are widely promoted and understood by most citizens.	7	2	13	34	19	3.75	1.1519	Agree
<b>Overall Mean</b>						<b>3.90</b>	<b>1.1265</b>	<b>Agree</b>

**Legend:** 1:(1.00-1.80) - Strongly Disagree, 2:(1.81-2.60) - Disagree, 3:(2.61-3.40) - Neutral, 4:(3.41-4.20) -Agree, 5:(4.21-5.00) - Strongly Agree, AWM - Average Weighted Mean, DE - Descriptive Equivalent

The e-governance programs in Quezon City have successfully made public services more accessible to citizens through the availability of digital platforms on multiple devices in accessing entities of subjective settings in the community and extended service hours that have contributed to this positive perception. However, there is still potential for improvement in user-friendliness and public awareness. To ensure the e-governance initiatives in Quezon City are truly accessible to all citizens, a multi-faceted approach is essential. Continued investment in e-governance programs was important, as was a commitment to user-friendliness and inclusivity. This means that in developing platforms and services are intuitive, easy to navigate, and cater to a wide range of technical abilities. Regular user testing and feedback mechanisms are implemented to identify areas where e-governance platforms are improved to serve better the needs of diverse users, including those with limited technical skills. Public awareness campaigns are also critical in promoting e-governance services and communicating the benefits of using these services. They provide step-by-

step instructions on accessing them and address citizens' concerns or barriers. Furthermore, implementing accessibility standards is crucial for ensuring that e-governance platforms are usable by people with disabilities. This includes incorporating features such as screen readers, alternative text descriptions, and keyboard navigation to make these platforms accessible. By prioritizing user-friendliness, promoting awareness, and adhering to accessibility standards, Quezon City can ensure its e-governance initiatives are truly inclusive and empower all citizens to engage with and benefit from these digital services.

Implementing e-governance initiatives has become a critical aspect of modern governance in aiming to enhance efficiency, transparency, and citizen engagement. Research by Aziz and Sallow (2021) provides a comprehensive review of e-governance development concepts, highlighting key factors such as technological infrastructure, legal frameworks, and human resource capacity. Their study emphasizes the need for a holistic approach that considers the interconnectedness of these elements for



successful e-governance implementation. Meanwhile, Vaidya (2020) presents an analytical study of e-governance initiatives in Chandigarh, India, focusing on the impact of these programs on citizen satisfaction, service delivery, and administrative efficiency. The study highlights the importance of citizen-centric design principles, robust data management systems, and effective communication strategies in ensuring the success of e-governance programs. These studies collectively demonstrate the growing significance of e-governance as a tool for enhancing public service delivery and fostering greater transparency and accountability within government institutions. However, successful implementation requires a careful consideration of the unique context of each region, including its technological infrastructure, legal framework, and cultural nuances.

In summary, the findings of this study demonstrate that e-governance programs in Quezon City are making significant strides in enhancing accessibility and user-friendliness for its citizens. The positive perception of accessibility, 24/7 access, multilingual support, and assistive features highlights the city’s commitment to inclusivity and citizen empowerment. While there was room for improvement in user-friendliness, the overall positive perception suggests that the city is on the right track. Continuing to invest in user-centered design principles, promoting awareness of available services, and incorporating accessibility standards, Quezon City can further strengthen its e-governance programs, ensuring that they are truly accessible and beneficial to all citizens.

**Table 5: Multiple Response on the specific features of Quezon City’s e-governance innovations make them replicable for other municipalities or organizations**

<b>Features of Quezon City’s E-Governance Innovations</b>	<b>Frequency</b>	<b>Percentage</b>
1. User-friendly interface for citizens and government personnel	70	93.3%
2. Scalable infrastructure that can be adapted for organizations of different sizes	45	60.0%
3. Interoperability with existing government systems and databases	43	57.3%
4. Use of cloud technology for flexibility and cost-efficiency	49	65.3%
5. Strong cybersecurity measures and data protection protocols	38	50.7%
6. Ability to integrate with other digital platforms (e.g., mobile apps, websites)	61	81.3%
7. Multi-language support to cater to diverse populations	39	52.0%
8. Real-time tracking and feedback mechanisms for users	56	74.7%
9. Modular design, allowing for gradual adoption and expansion	38	50.7%
10. Built-in analytics for monitoring performance and service delivery metrics	44	58.7%
11. Availability of open-source components that can be customized by other municipalities	48	64.0%
12. Customizable features to suit local government needs and processes	54	72.0%
13. Comprehensive training and support materials for easy implementation	42	56.0%
14. Availability of public-private partnerships to support e-governance implementation	46	61.3%
15. Data-driven decision-making capabilities, enabling more informed policy-making	42	56.0%
16. Efficient integration with payment gateways for seamless financial transactions	48	64.0%
17. High public engagement through feedback surveys and community participation	43	57.3%
18. Proven cost-effectiveness in streamlining government processes	45	60.0%
19. Continuous system updates and improvements based on user feedback	47	62.7%
20. Adherence to international e-governance standards and best practices	38	50.7%
21. Offline access to certain features, ensuring service continuity during network outages	30	40.0%
22. Centralized management system for handling various government services	46	61.3%
23. Multi-device access (desktop, mobile, tablet) ensuring flexibility for users	54	72.0%
24. Partnerships with academic and research institutions for continuous innovation and improvements	40	53.3%
25. Ability to easily replicate and adapt digital tools for various government sectors (health, education, etc.)	47	62.7%

Table 5 provides insights into the critical features of e-governance innovations in Quezon City that are considered replicable for other municipalities. The most frequently cited feature is a User-friendly interface, with a percentage of 93.3% of respondents identifying this as a key feature, followed by the Ability to integrate with other digital platforms for the percentage of 81.3 and Real-time tracking and feedback mechanisms for users for 74.7%. In contrast, Multi-device access (desktop, mobile, tablet) ensured flexibility for users, and the percentage was 72.0%. The data on Quezon City's E-Governance Innovations features reveals some key insights. Most respondents, 93.30%, identified a user-friendly interface for citizens and government personnel as a significant feature of the e-governance initiatives. This high percentage indicates the value of accessibility and ease of use when engaging with digital platforms. Additionally, 81.30% highlighted the importance of integrating with other digital platforms, showcasing the need for a seamless and interconnected digital ecosystem. Real-time tracking and feedback mechanisms for users were also deemed essential by 74.70% of respondents, emphasizing the significance of transparency and responsiveness in government services. Furthermore, 72.00% recognized multi-device access as a crucial feature, ensuring flexibility and convenience for users across different devices.

High frequencies and percentages associated with these key features underscore their critical role in the success of Quezon City's E-Governance Innovations. A user-friendly interface, integration with other platforms, real-time tracking, and multi-device access are essential components that contribute to the effectiveness and efficiency of e-governance initiatives. To further enhance service delivery and citizen engagement, it is recommended that Quezon City continue to prioritize these features and invest in ongoing improvements based on user feedback and technological advancements. Maintaining a focus on these key attributes, Quezon City can ensure that its e-governance programs remain accessible, responsive, and user-centric, ultimately leading to enhanced governance and citizen satisfaction. The research by Skargren (2020) and

Smith (2023) provides valuable insights into the complexities of e-governance implementation and its impact on service delivery. A critical review of e-government benchmarking highlights the importance of understanding the specific context and goals of each initiative before attempting replication. The high emphasis on user-friendly interfaces with other platforms, real-time tracking, and multi-device access aligns with the principles of citizen-centric design and seamless service delivery advocated by Skargren (2020) and Smith (2023). However, replicating these features requires careful consideration of the specific context of the target municipality or organization, including their technological infrastructure, administrative culture, and citizen needs.

In conclusion, the high frequencies and percentages associated with these key features underscore their critical role in the success of Quezon City's e-Governance innovations. A user-friendly interface integration with other platforms, real-time tracking, and multi-device access are essential components that contribute to the effectiveness and efficiency of e-governance initiatives. To further enhance service delivery and citizen engagement, it is recommended that Quezon City continue to prioritize these features and invest in ongoing improvements based on user feedback and technological advancements. Maintaining a focus on these key attributes, Quezon City can ensure that its e-governance programs remain accessible, responsive, and user-centric, ultimately leading to enhanced governance and citizen satisfaction.

Table 6.1 presents a breakdown of the challenges faced while implementing e-governance programs in Quezon City. Here's a look at the highest and lowest responses for the "No," "Yes," and "No Answer" categories. The challenges outlined in the data present important obstacles to the successful implementation of e-governance initiatives under "No" response. Limited access to the internet or technology in certain areas, highlighted by 22 respondents, poses a fundamental barrier to digital service delivery and citizen engagement. This challenge underscores the digital divide in some regions, hindering equal access to e-governance platforms and services.

**Table 6.1: Frequency Distribution of Challenges encountered during the implementation of these e-governance programs**

<b>Challenges Encounter</b>	<b>No</b>	<b>Yes</b>	<b>No Answer</b>
1. Resistance to change from government employees	40	29	6
2. Limited technical expertise among staff	23	45	7
3. Insufficient funding for the program's full implementation	43	21	11
4. Inadequate infrastructure to support digital services	34	29	12
5. Difficulty in integrating with existing legacy systems	33	30	12
6. Data privacy and security concerns	29	33	13
7. Public distrust or skepticism towards digital platforms	29	34	12
8. Low public adoption and engagement in using e-governance services	29	34	12
9. Delays in the procurement of necessary technology resources	38	24	13
10. Lack of comprehensive training for government employees	32	32	11
11. Challenges in maintaining continuous service during system updates	24	38	13
12. High costs of maintaining and updating digital platforms	31	30	14
13. Legal or regulatory obstacles	39	22	14
14. Difficulty in changing traditional bureaucratic processes into digital workflows	26	35	14
15. Limited access to internet or technology in some areas	22	42	11
16. Delays in approval from regulatory or executive bodies	40	21	14
17. Coordination challenges between different departments and agencies	29	31	15
18. Difficulty in developing a user-friendly interface for diverse users	37	23	15
19. Challenges in managing the large volume of data generated by e-governance systems	25	35	15
20. Difficulty in monitoring and evaluating the success of the program	36	24	15

Resistance to change from government employees, as reported by 40 respondents, indicates the importance of addressing internal cultural shifts and fostering a supportive environment for digital transformation within government agencies. Delays in approval from regulatory or executive bodies, also noted by 40 respondents, can impede the progress of e-governance programs leading to inefficiencies and setbacks in service delivery. Additionally, insufficient funding for full program implementation, cited by 43 respondents, highlights the financial constraints that can limit the scope and effectiveness of e-governance initiatives. Overcoming these challenges requires a multi-faceted approach, including targeted investment in infrastructure, comprehensive change management strategies, streamlined approval processes, and sustainable funding mechanisms to ensure the successful adoption and sustainability of e-governance programs (Yarulina, 2019).

The category of “Yes” responses highlighted in the data presents important hurdles to the effective implementation of e-governance initiatives. Limited technical expertise among staff, identified by 45 respondents, underscores the importance of investing in training and capacity-building programs to enhance digital literacy and technical skills within government agencies. Lee-Geiller & Lee (2019) emphasize that a lack of expertise can impede the successful deployment and utilization of e-governance tools and platforms. Additionally, the issue of limited access to the internet or technology in certain areas, as noted by 42 respondents, poses a critical barrier to inclusive digital service delivery. Addressing this challenge requires strategies to bridge the digital divide and ensure equitable access to e-governance services for all citizens. Insufficient funding for full program implementation, reported

by 21 respondents, highlights the financial constraints that can hinder the scale and effectiveness of e-governance initiatives. Adequate funding is essential for infrastructure development, technology upgrades, and sustainability planning. Moreover, delays in approval from regulatory or executive bodies, also noted by 21 respondents, can impact the timeliness and efficiency of e-governance projects. Streamlining approval processes and establishing clear decision-making frameworks are crucial to overcoming these obstacles and advancing the successful implementation of e-governance programs (Giri, 2019). Addressing these challenges through targeted interventions and strategic planning is essential to realizing the full potential of e-governance in improving service delivery and citizen engagement, while some numerous results found that have no answer or no data represent this section to digitalized e-governance.

Expanding internet access in underserved areas is essential for inclusive participation in requiring digital infrastructure investment. Streamlining regulatory and bureaucratic processes can expedite implementation in reducing delays and frustrations. Addressing employee concerns and implementing change management strategies provides training programs on technology and e-governance of employee skills, which are effective program management for people in Quezon City. Robust data security protocols must be implemented to address privacy concerns and maintain public trust. User-centered design principles are applied to develop intuitive and accessible interfaces that cater to diverse user needs. Finally, strategies for managing the growing volume of data generated by e-governance systems are essential in developing clear frameworks for program evaluation that allow for continuous improvement and adaptation based on real-world experiences.

**Table 6.2: Frequency Distribution of Methods used to overcome challenges during the implementation of these e-governance programs**

Methods Used to Overcome Challenges	No	Yes	No Answer
1) Extensive training programs for employees	9	60	6
2) Partnerships with private sector or academic institutions	14	51	10
3) Improved communication and change management strategies	5	63	7
4) Use of pilot programs to test and improve systems	7	57	11
5) Engagement with citizens to build trust and increase adoption	8	57	10
6) Securing additional funding through grants or public-private partnerships	15	47	13
7) Streamlined procurement processes	8	53	14
8) Establishment of cross-departmental task forces to ensure better coordination	10	53	12
9) Establishing cybersecurity measures to protect data and ensure privacy	7	57	11
10) Development of mobile-friendly and accessible user interfaces	5	57	13
11) Adoption of cloud technology to ensure scalability	7	56	12
12) Use of feedback loops and continuous system updates	5	59	11
13) Government leadership and commitment to support program implementation	7	56	12
14) Use of data analytics to monitor program success and make necessary adjustments	6	57	12
15) Building strong networks with international e-governance experts and adopting best practices	8	53	14

Table 6.2 provides insights into the strategies used to overcome challenges during the implementation of e-governance programs in Quezon City. The most frequently used methods are under the agreement and disagreement of participants pertaining to “No, Yes, and No Answer” outcomes in methods used to overcome challenges during the implementation of these e-governance programs. The Category of “No” with highest and lowest agreement are “Securing additional funding through grants or public-private partnerships,” cited by 15 respondents, which emerges as a key strategy to address the financial constraints hindering program implementation. This approach not only ensures sustainable funding but also fosters collaboration between the public and private sectors to drive innovation and efficiency in e-governance projects. Partnerships with the private sector or academic institutions, noted by 14 respondents, offer opportunities for knowledge exchange, resource sharing, and technology transfer, enhancing the capacity and expertise available for e-governance implementation. Improved communication and change management strategies, highlighted by 5 respondents play a critical role in overcoming resistance to change and fostering stakeholder buy-in, essential for the successful adoption of e-governance solutions. Similarly, the development of mobile-friendly and accessible user interfaces, mentioned by 5 respondents, underscores the importance of user-centric design in ensuring inclusivity and usability across different devices and user groups. The utilization of feedback loops and continuous system updates, also cited by 5 respondents, emphasizes the iterative nature of e-governance development, allowing for real-time adjustments based on user input and evolving needs. By leveraging these methods to address challenges, organizations can enhance the effectiveness, efficiency, and user experience of their e-governance initiatives, ultimately improving service delivery and citizen engagement.

The category of “Yes” implicates the data reveals that several effective methods have been employed to overcome the challenges faced in e-governance implementation. The establishment of cross-departmental task forces, cited by 63 respondents, demonstrates a proactive

approach to enhancing coordination and collaboration across different government agencies. This strategy helps break down silos and streamline communication, ensuring a more cohesive and integrated approach to e-governance initiatives. Securing additional funding through grants or public-private partnerships, reported by 60 respondents, highlights the importance of exploring diverse funding sources to support the sustainability and scalability of e-governance programs. These partnerships can bring in external expertise and resources, fostering innovation and expanding the reach of digital services. Furthermore, the streamlined procurement processes, noted by 47 respondents, indicate a commitment to efficiency and transparency in acquiring necessary resources for e-governance projects. By simplifying procurement procedures, governments can expedite the implementation of initiatives, reduce bureaucratic hurdles, and optimize resource allocation for maximum impact. Implementing these methods effectively helps address key challenges and pave the way for successful e-governance implementation.

The research by Giri (2019), Lee-Geiller & Lee (2019), and Vaidya (2020) provides a comprehensive understanding of the challenges and opportunities presented by e-governance initiatives. It highlights the obstacles faced by the civil service in their community, emphasizing the need for a robust and responsive public administration system to implement e-governance programs effectively and follows the importance of government websites in enhancing democratic e-governance, proposing a conceptual model for evaluating their effectiveness in promoting transparency, citizen participation, and service delivery. E-governance initiatives underscore the need for a multifaceted approach considering technological infrastructure, legal frameworks, and human resource capacity (Vaidya, 2020). These studies collectively suggest that successful e-governance programs require a strategic alignment of technology, institutions, and citizen engagement in addressing the unique challenges and opportunities presented by each context; e-governance initiatives can effectively leverage technology to improve service delivery, enhance

transparency, and empower citizens to participate in the democratic process.

In summary, successful e-governance implementation for organizations should prioritize employee training to equip staff with the necessary skills and knowledge. Collaborating with external organizations provides valuable resources and expertise in fostering innovation and best practices. Effective communication and change management are essential to address resistance and ensure stakeholder buy-in.

Leveraging technology, such as pilot programs, cloud technology, and mobile-friendly interfaces, is one of the most enhancement effectivity and accessibility of e-governance initiatives. Additionally, utilizing data analytics to monitor program success and make informed adjustments is crucial for continuous improvement. Implementing these strategies to overcome common challenges and increase the likelihood of successful e-governance implementation is crucial.

Table 7.1 shows the citizens of Quezon City perceive that e-governance programs have importantly reduced processing times for various public services. The average weighted mean

(AWM) for all statements was 3.99, which falls within the “Agree” category. The highest and the lowest percentage found at 4.05 in statement 5 “Automated processes have reduced the need for in-person visits for service completion,” indicating strong agreement on the positive impact of e-governance on reducing processing times while the lowest 3.89 weighted mean for the statement 7 “The average time to resolve complaints or inquiries has been shortened,” suggesting that has been improvement of room for further reduction. The highest Average Weighted Mean (AWM) is for the statement “Automated processes have reduced the need for in-person visits for service completion” with an AWM of 4.05, indicating a strong agreement among respondents suggests that the implementation of automated processes has significantly improved efficiency and reduced the necessity for in-person visits in leading to streamlined service completion and enhanced convenience for users. The positive response to this feature underscores the value of automation in optimizing processing times and increasing accessibility to services, ultimately improving the overall user experience.

**Table 7.1: Mean Response on the measurable outcomes of these e-governance initiatives in terms of reduced processing times**

Reduced Processing Times	1	2	3	4	5	AWM	SD	DE
1. The implementation of e-governance has significantly reduced the time to process transactions.	6	1	8	30	30	4.03	1.1387	Agree
2. E-governance systems have streamlined the application and approval process for public services.	6	1	7	33	28	4.01	1.1210	Agree
3. Waiting times for accessing public services have been significantly reduced.	7	0	8	30	30	4.01	1.1682	Agree
4. Citizens experience faster response times from government offices after the introduction of e-governance.	6	1	8	31	29	4.01	1.1330	Agree
5. Automated processes have reduced the need for in-person visits for service completion.	7	0	7	29	32	4.05	1.1728	Agree
6. Digital platforms have decreased delays in processing requests for government documents.	7	0	10	32	26	3.93	1.1547	Agree
7. The average time to resolve complaints or inquiries has been shortened.	7	0	10	35	23	3.89	1.1339	Agree
8. Processing times for permits and licenses have improved through online applications.	7	0	10	29	29	3.97	1.1737	Agree
9. E-governance solutions have made it easier to track the status of applications in real-time.	7	0	7	30	31	4.04	1.1676	Agree
10. There has been a significant reduction in bottlenecks caused by manual processing of transactions.	7	0	9	32	27	3.96	1.1559	Agree
<b>Overall Mean</b>						<b>3.99</b>	<b>1.1520</b>	<b>Agree</b>

Legend: 1:(1.00-1.80) - Strongly Disagree, 2:(1.81-2.60) - Disagree, 3:(2.61-3.40) - Neutral, 4:(3.41-4.20) -Agree, 5:(4.21-5.00) - Strongly Agree, AWM - Average Weighted Mean, DE - Descriptive Equivalent

Conversely, the lowest AWM in the data is for the statement “The average time to resolve complaints or inquiries has been shortened” with an AWM of 3.89. While still indicating agreement among respondents that have slightly lower AWM suggests that there may be room for improvement in expediting complaint resolution processes. Addressing this aspect could further enhance customer satisfaction, increase responsiveness, and bolster the efficiency of service delivery in focusing strategies to expedite complaint resolution times. Organizations enhance their responsiveness to customer needs, build trust, and improve overall service quality. Overall, the data highlights the effectiveness of automated processes in reducing in-person visits and the potential for enhancing complaint resolution times to further optimize service delivery and user satisfaction.

The studies by Yarulina (2019), Rawat and Morris (2021), and Ariyaningsih et al. (2023) shed light on the implications of e-governance initiatives and the potential strategies for enhancing service delivery for the exploration of the digital interaction between public authorities and civil society underscores the importance of leveraging technology to foster transparency and citizen engagement. Analysis of the effects of technology and institutions on e-participation emphasizes the role of advanced technologies and institutional frameworks in shaping the success of e-governance programs (Rawat and Morris, 2021). Implications drawn from these studies align with the focus on improving efficiency and service delivery in Quezon City’s e-governance initiatives. Maintain and enhance efficiency, Quezon City should continue investing in e-governance programs, leveraging technology to reduce processing times and enhance citizen experience. Identifying and leveraging advanced technologies like artificial intelligence and automation

to further optimize service delivery, reducing manual intervention, and enhancing responsiveness to citizen needs. Regular measurement and monitoring of processing times are crucial for assessing progress, identifying areas for enhancement, and ensuring that e-governance initiatives align with the goal of efficient and transparent service delivery. By aligning with these implications and strategies, Quezon City can enhance its e-governance efforts, improve service delivery, and foster greater citizen engagement in governance processes.

In conclusion, highlights the evidential impact of e-governance initiatives in demonstrating their effectiveness in streamlining processes and reducing waiting times for public services. This positive outcome translates into measurable improvements in service delivery efficiency and increased citizen satisfaction. The implementation of e-governance solutions has demonstrably reduced processing times in allowing citizens to access services faster and more conveniently. This tangible outcome reflects the successful integration of technology into government processes, resulting in a more efficient, and responsive public administration.

Demonstration of table 7.2 shows the citizens and the city government perceive that e-governance initiatives have resulted in significant cost savings. The average weighted mean (AWM) for all statements was 3.74, which falls within the “Agree” category. Interestingly, the category-wise analysis of e-governance initiatives in the context of Quezon City reveals a range of significant benefits and cost savings across various aspects of public service delivery. A notable consensus among respondents is the reduced need for physical paperwork, with a high agreement rating of 3.81, indicating substantial cost savings associated with the elimination of paper-based processes.

**Table 7.2: Mean Response on the measurable outcomes of these e-governance initiatives in terms of cost savings**

Cost Savings	1	2	3	4	5	AWM	SD	DE	
E-governance initiatives have resulted in cost savings for the city government.	7	3	12	37	16	3.69	1.1387	Agree	
The use of digital services has reduced the need for physical paperwork, saving resources.	7	1	13	32	22	3.81	1.1589	Agree	
Online transactions have lowered administrative costs associated with service delivery.	7	1	16	31	20	3.75	1.1519	Agree	
The transition to e-governance has led to a reduction in operational costs.	7	2	17	32	17	3.67	1.1429	Agree	
Citizens save on transportation and other costs by using online services instead of visiting government offices.	7	0	9	31	28	3.97	1.1622	Agree	
Implementing e-governance programs has reduced the need for additional government personnel.	7	1	18	32	17	3.68	1.1290	Agree	
The shift to digital platforms has minimized expenses related to maintenance of physical offices.	7	0	18	34	16	3.69	1.1025	Agree	
Quezon City has experienced fewer expenses related to public service processing due to automation.	7	0	19	34	15	3.67	1.0946	Agree	
The city government has saved on utilities and other office expenses due to increased digitalization.	7	0	18	32	18	3.72	1.1218	Agree	
Citizens and businesses report lower overall costs in engaging with government services online.	7	0	14	35	19	3.79	1.1186	Agree	
						<b>Overall Mean</b>	<b>3.74</b>	<b>1.1321</b>	<b>Agree</b>

Legend: 1:(1.00-1.80) - Strongly Disagree, 2:(1.81-2.60) - Disagree, 3:(2.61-3.40) - Neutral, 4:(3.41-4.20) -Agree, 5:(4.21-5.00) - Strongly Agree, AWM - Average Weighted Mean, DE - Descriptive Equivalent

This shift towards digital documentation not only promotes environmental sustainability but also streamlines administrative procedures, leading to more efficient and cost-effective service delivery. Additionally, the perception of lower administrative costs (3.75) and operational cost reduction (3.67) further underscores the financial benefits derived from the adoption of e-governance solutions. Citizens also stand to gain significantly from e-governance, with reported savings on transportation and other costs (3.97), highlighting the convenience and financial advantages of accessing services online. Furthermore, the reduced need for additional government personnel (3.68) and minimized office expenses (3.69) showcase the efficiency gains achieved through e-governance implementation, contributing to optimized resource allocation and improved service quality.

In contrast, the analysis also identifies areas where cost savings could be further optimized. While automation has led to reduced expenses related to public service processing

(3.67), there is room for improvement in utility cost savings (3.72) and lower overall costs for citizens and businesses (3.79). Focusing on enhancing automation processes, optimizing utility usage, and refining online service delivery channels, Quezon City can continue to drive cost efficiencies and financial benefits for both the government and its constituents. These insights emphasize the importance of ongoing evaluation and refinement of e-governance strategies to maximize cost savings, improve operational efficiency, and enhance the overall effectiveness of public service delivery in Quezon City.

The research study provides valuable insights into the potential cost savings associated with e-governance initiatives in highlighting the impact and risks of e-governance implementation in project management, emphasizing the need for careful planning and execution to maximize benefits and minimize potential drawbacks El (Khatib et al. 2020). Ray & Panigrahi (2019) focus on the importance of sustainability in e-governance projects,



proposing a framework for evaluating the long-term impact of these initiatives. Similarly, Kompella (2020) examines the socio-technical transitions and organizational responses to e-governance implementation, highlighting the need for a holistic approach that considers both technological and social factors. These studies collectively suggest that successful e-governance initiatives can lead to significant cost savings through various avenues and streamlining processes in reducing paperwork, and optimizing resource allocation for the e-governance that contribute to a more efficient and cost-effective public administration. Furthermore, promoting transparency and accountability for e-governance reduces corruption and waste leading to greater fiscal responsibility and improved resource management. The specific cost savings associated with e-governance initiatives may vary depending on the context and implementation strategy, these studies provide a strong foundation for understanding the potential for cost reduction through effective e-governance programs.

In summary, the successful implementation of e-governance programs in Quezon City has yielded momentous positive outcomes, partic-

ularly in terms of cost-effectiveness and efficiency gains. The reduction in administrative costs, paperwork, and physical infrastructure requirements demonstrates the inherent efficiency of e-governance in leading to a more streamlined and cost-effective public service delivery system. Furthermore, the increased accessibility of online services has benefited citizens by reducing transportation costs and other expenses associated with accessing government services, making public services more convenient, and accessible. The shift to digital platforms has also contributed to a more sustainable and efficient government in reducing resource consumption, promoting environmental consciousness, and optimizing resource allocation. The overall conclusion emphasizes the cost-effectiveness and efficiency of e-governance initiatives in Quezon City, highlighting its potential to transform public service delivery by reducing costs, streamlining processes, and enhancing accessibility for citizens. This positive impact underscores the importance of continued investment in e-governance programs to further optimize public service delivery and enhance the overall efficiency and effectiveness of government operations.

**Table 7.3: Mean Response on the measurable outcomes of these e-governance initiatives in terms of improved user satisfaction**

<b>Improved User Satisfaction</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>AWM</b>	<b>SD</b>	<b>DE</b>
The use of e-governance platforms has increased overall satisfaction with government services.	7	0	8	35	25	3.95	1.1377	Agree
Citizens find the e-governance systems easy and convenient to use.	6	2	15	35	17	3.73	1.0946	Agree
Users report improved experiences when accessing services through digital platforms.	6	0	14	37	18	3.81	1.0615	Agree
E-governance initiatives have improved the quality of services provided by the government.	5	2	9	37	22	3.92	1.0624	Agree
Citizens have expressed higher satisfaction with the transparency of government transactions.	6	1	8	40	20	3.89	1.0727	Agree
The e-governance systems have enhanced communication between citizens and government offices.	7	0	12	37	19	3.81	1.1113	Agree
Service users are more satisfied with the efficiency of the services after e-governance implementation.	7	0	11	38	19	3.83	1.1074	Agree
There has been a notable improvement in the responsiveness of government services.	5	2	9	38	21	3.91	1.0549	Agree
Feedback from users about the e-governance platform has been positive.	7	0	11	39	18	3.81	1.0991	Agree
Overall, users are satisfied with the availability of online public services.	7	0	10	35	23	3.89	1.1339	Agree
<b>Overall Mean</b>						<b>3.86</b>	<b>1.0935</b>	<b>Agree</b>

Legend: 1:(1.00-1.80) - Strongly Disagree, 2:(1.81-2.60) - Disagree, 3:(2.61-3.40) - Neutral, 4:(3.41-4.20) -Agree, 5:(4.21-5.00) - Strongly Agree, AWM - Average Weighted Mean, DE - Descriptive Equivalent

The table 7.3 presents citizens of Quezon City have expressed high levels of satisfaction with the e-governance initiatives implemented. The average weighted mean (AWM) for all statements was 3.86, which falls within the “Agree” category. The highest weighted mean (3.92) statement for “E-governance initiatives have improved the quality of services provided by the government,” indicating strong agreement on the positive impact of e-governance on service quality while the lowest weighted 3.73 for the statement of “Citizens find the e-governance systems easy and convenient to use,” suggesting that while user-friendliness was generally perceived positively for the improvement of each results. E-governance programs in Quezon City have successfully improved user satisfaction in various areas and citizens appreciate the increased accessibility, efficiency, and quality of services provided through digital platforms.

Implications for the continued investment foretell the improved user satisfaction in Quezon City should continue to invest in e-governance initiatives and prioritize user-centric design and focus on user-friendliness to further enhance the user-friendliness of e-governance platforms in making them easier for all citizens to navigate. On the other hand, measuring and monitoring the regular feedback and surveys help identify areas where user satisfaction improved and user-centered design incorporating user-centered design principles in the development and implementation of e-governance initiatives ensure that they meet the needs and expectations of citizens. Comprehensive understanding of the factors influencing the success of e-governance initiatives and their impact on user satisfaction. Smith (2023) highlights the importance of administrative culture in shaping the effectiveness of e-governance programs suggesting that replicating specific features without considering these nuances that correlates to the importance of careful planning and execution to maximize the benefits and minimize the risks associated with e-governance implementation (El Khatib, Nakand, Almarzooqi, & Almarzooqi, 2020). Similar to the study of Ray & Panigrahi (2019) focuses on the importance of sustainability in e-governance projects, advocating for a holistic approach that

considers the long-term impact of these initiatives. Kompella (2020) examines the socio-technical transitions and organizational responses to e-governance implementation highlighting the need for a comprehensive approach that considers both technological and social factors. Additionally, Gupta, Muttoo, & Pal, (2020) introduce a regional e-governance development index for developing nations, providing a framework for assessing the progress and effectiveness of e-governance initiatives.

These studies collectively suggest that successful e-governance initiatives can importantly improve user satisfaction by enhancing service delivery, promoting transparency, and empowering citizens to participate in the democratic process. Streamlining processes in reducing processing times, and increasing accessibility for e-governance that enhance the user experience in leading to greater satisfaction with public services. Furthermore, promoting transparency and accountability for e-governance in building trust in government institutions while the specific factors influencing user satisfaction may vary depending on the context and implementation strategy for the foundation of potential e-governance satisfaction and enhance the overall effectiveness of public service delivery.

In summary, a satisfaction rating of 3.86 indicates a strong level of agreement with the positive impact of e-governance, highlighting its success in improving the public service experience. Citizens have reported positive experiences across various dimensions, including ease of use, transparency, efficiency, and responsiveness. The implementation of e-governance has streamlined processes, reduced waiting times, and enhanced transparency, leading to a more efficient and user-friendly experience. Furthermore, improved communication between citizens and government offices through these platforms has facilitated more effective interactions, fostering a stronger relationship between citizens and their government. These findings underscore the successful implementation of e-governance in Quezon City and its positive impact on user satisfaction. Continued efforts to enhance these initiatives can further improve the quality of public

services and strengthen the relationship between citizens and their government.

## **Conclusion**

This chapter summarizes findings, conclusions, and recommendations based on the data collected and analyzed in the study. The research aimed to explore Quezon City's award-winning e-governance initiatives, examine their contributions to public service delivery, and identify the challenges and features that make these innovations replicable for other local government units (LGUs).

Quezon City's award-winning e-governance programs, particularly QC e-Services, QCitizen ID, and QC Biz Easy, were effective in enhancing public service delivery by providing accessible and streamlined services. These programs were highly valued by citizens, reflecting their significant impact on improving the efficiency and convenience of accessing government services.

The study concludes that Quezon City's e-governance initiatives have significantly contributed to efficiency, transparency, and accessibility in public services. The introduction of online platforms has reduced processing times, improved decision-making, and enhanced public trust through increased transparency and open access to government services.

The specific features of Quezon City's e-governance programs, such as their user-friendly design, real-time tracking, and multi-device access, are replicable for other municipalities. These features enable other LGUs to adopt and tailor the programs to their local needs, making them flexible and scalable for different government settings.

Challenges such as limited access to technology, resistance to change, and insufficient funding were significant barriers to fully implementing e-governance programs. However, these challenges were successfully addressed through targeted interventions like employee training, public-private partnerships, and change management strategies, ensuring the continued success of Quezon City's digital transformation.

## **Recommendation**

By following these recommendations, Quezon City and other municipalities can strengthen their e-governance initiatives, leading to more efficient, transparent, and accessible public services for all citizens.

1. Invest in expanding digital infrastructure to underserved areas to ensure all citizens have equal access to e-governance services, particularly in areas with limited internet access.
2. Conduct public awareness campaigns to promote the benefits of e-governance services, ensuring that more citizens are informed and motivated to use digital platforms to access government services.
3. Further optimize the user-friendliness of e-governance platforms by incorporating regular user feedback and improving navigation features, particularly for non-tech-savvy individuals.
4. Enhance coordination among different government departments to streamline processes further and improve the overall efficiency of service delivery.
5. Continue fostering partnerships with the private sector and academic institutions to drive innovation, secure funding, and develop scalable e-governance solutions.
6. Implement robust cybersecurity measures to address data privacy concerns and protect citizens' information, thus building greater public trust in digital government services.
7. Establish ongoing monitoring and evaluation mechanisms to track the performance of e-governance programs, making necessary adjustments based on real-time data and user feedback.

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