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APPROVAL FORM

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The undersigned certify that they have read and recommend to the Midlands State University for acceptance of a research project entitled: **E-government: Implications on service provision. The case of Bulawayo City Council.** The project was submitted in partial fulfilment of the requirements of a Bachelor of Science Honours Degree in Local Governance Studies.

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DECLARATION

I Abigail Siziva declare that this study is my creative work that has not been surrendered to any other University. The sources I used have been acknowledged.

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Signature

.....

DEDICATION

The study is dedicated to the Lord Almighty for giving me strength and courage to endure even the most difficult phases of this study no other dedication surpasses His.

ABSTRACT

This Research is entitled E-Government- Implications on service provision. The Case of Bulawayo City Council. The researcher came up with objectives to guide the research which were to assess the extent to whether e-government is being used fully or partially used in BCC, to analyse the value added by the use of e-government in improving service provision, to examine the e-service delivery channels that Bulawayo City Council is using, to examine challenges associated with the use of e-government and to recommend strategies that can be used to improve the use of e-government. Bulawayo City Council started using e-government several years ago but it still faces challenges in providing efficient and effective services to the residents. In this regard it was imperative to find out through this research how the challenges faced in e-government can be minimised and the benefits maximised. Chapter two provides the literature review e-services that are provided by local authorities across the globe and the e-service stations that are used, the interrelationships in e-government, Challenges such as poor internet networks , lack of gadgets, resistance from residents, poor internal structures ,lack of ICT skills and lack of capital were highlighted. The quantitative and qualitative research designs were used, the quantitative meant to explain the what, where and when decision-making while the qualitative was to explain and represent the why and how in decision making to enable explaining of the aspects that cannot be expressed in numbers. The target population for the research was Bulawayo which has a population of 653 377 and covers 29 wards within its 5 districts. Sample groups comprised of councillors, residents and BCC employees. The sampling techniques used were Systematic Sampling, Stratified Random Sampling and Purposive Sampling. Primary data was collected using various data collection tools which are the questionnaires, interviews and observations. The researcher's findings revealed that BCC has a few e-services that it is providing which are e-payments, e-billing, e-information and e-notifications. Bulawayo City Council delivers e-services through various stations like the website, call centre, SMS services. However e-government has not been fully rolled out in Bulawayo City Council and only a few services are available online while the majority are still being provided manually. The positive implications of e-government to service provision which include improved accessibility, improved quality, and increased security, reduced office congestion, reduced costs, reduced workloads and informed decision making were also discussed. The study revealed that in BCC e-government is there but it has not been fully rolled out as only a few e-services are provided and a few e-service stations are used due to various challenges afore mentioned. Therefore, the researcher came up with recommendations to help overcome the challenges so that BCC enjoys the positive implications that e-government can bring to service provision. This document therefore serves to highlight that e-government has the potential to improve the effectiveness and efficiency in service provision if it is well communicated to the end users and if the challenges are overcome.

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ACCRONYMS

B.C.C - Bulawayo City Council

G2B - Government to Business

G2C - Government to Citizens

G2E – Government to Employees

G2G - Government to Government

ICT - Information Communication Technology

NPM - New Public Management

ZIMASSET - Zimbabwe Agenda for Sustainable Socio Economic Transformation

CHAPTER I

INTRODUCTION

1.0 INTRODUCTION

In brief, this research chapter provides the background of the area of Bulawayo City Council from its inception when it gained its city status up to its present state. The background of the study on the examination of implications of e-government on service delivery, a case study Bulawayo City Council showing the e-government's inception, the current state globally, internationally and nationally. It rationalizes the topic of the research, objectives of the research are also provided. The chapter also clarifies the questions to guide the research. It also provides the significance of the study to the student, university and BCC are clarified as well as the limitations, and delimitations. For a better understanding to the reader the research chapter also includes the definition of major terms.

1.1 BACKGROUND OF THE STUDY

In Zimbabwe Bulawayo is the city with the second largest area after the Harare which is the capital city. Bulawayo is located in Matabeleland in the South Western side of Harare with a distance of 439km. It has a population of 653,377 according to the 2012 census statistics. Bulawayo was once part of Matabeleland North province is now a province which was given a status of a province, it is also known as the city of kings. It is nicknamed as 'kontuthuziyathunqa' derived from its dense manufacturing industries; it is a long time Zimbabwe's industrial capital and it where the National Railways of Zimbabwe is located as it is located close to Botswana and South Africa. Measuring with distance, from the two largest

National Parks (Matopo and Hwange), Bulawayo is their nearest largest city. It is also the nearest largest city to Victoria Falls.

Zimbabwe faced economic melt down in the recent years and as Bulawayo's economy largely relied on industrial produce, its community suffered from a reduced standard of living. Major problems were caused by the closing down and sizing down of major industries. In turn Bulawayo City Council has since faced problems in delivering services adequately and efficiently. Major Service delivery challenges facing Bulawayo City Council include water shortages, poor refuse collection, poor revenue collection, poor databases, poor road maintenance and substandard sewer reticulation among others. This calls for more efficient ways of deliberating activities so as to improve service delivery and it is the aim of this research to come up with ways of using e-government to improve service delivery in Bulawayo City Council.

E-government was officially launched in 1943 by the United States government. The United Nations Division for Public Economics and Public Administration came up with an index to show the status of e-government in the world. Strategies used were the use of information technology as per 100 people, human capital measures and the urban to rural population ratios. According to UN E-government Index the current status South Korea is leading with 0.9283 and it is the current global leader in e-government basing on e-participation, digitized services, the assessment was based on website assessments, telecommunications infrastructure and human resources endowment. (UN E-government 2008).

E government around the world in local authorities has taken various forms like e-billing payments, electronic databases, electronic data management, electronic budget preparation,

online banking, electronic procurement, electronic fleet, management, electronic plan drawing and approval, electronic parking, and electronic acquisition and renewal of documents like licenses. Also e-government will lead to electronic voting which can either be physically supervised or wholly electronic through mobile phones, laptops and telephones as is used in the United Kingdom, Estonia, Brazil, Venezuela to name a few since the 1960s. Certificates such as the birth certificate, national identity cards and passports can also be issued electronically through e-government.

E-government in Africa

In Africa e government started more than 2 decades ago, in countries that include Kenya etc. and has grown as governments realized the need to computerize service provision. Africa has recently been seen taking positive steps towards transforming government to the electronic international standards. According to the South African Public Service and Administration (2007) e- government in South Africa started in 1995 with the White paper and was aimed at transforming public service delivery. A new stage in e-government was set by the Batho Pele meant to transform from the apartheid system. In Kenya e-government was established in 2002 and in 2004 a directorate was formed which had a Cabinet to come up with e government policies' government efforts in Africa are being improved through the increased number of rural dwellers in the use of mobile phones. Governments across Africa are now dedicated towards the e-transformation of government. Evident through the E-SADC Initiative (2008) where national leaders through the initiative formed international policies of e-government However e-government in Africa has been facing challenges like slow implementation, different levels of development and poor funding and the higher rural to urban population.

According to the United Nations biannual e government Index, Africa has a poor rate of e-government implementation; it is only 56% of the world's average and 38% of Europe's average. According to the survey done in 2012, most African countries have websites that give information about the government but does not give a platform for citizens to participate so it is only a one way communication. According to Kouassi (2012), African countries lack broad band to enable good infrastructure for e-government there , with good broadband, African leaders would otherwise prefer to provide services online .Places like the Sahara in Africa are so beyond in connectivity as its data life is as deserted as its physical conditions. It is notable that landline usage has decreased in Africa but however the general level of people who are using mobile phones has sky rocketed and is still escalating. There is need therefore to address major areas like the leadership commitment in African leaders as well as increasing the level of willingness by leaders in the African state leaders. Countries that have adopted e-government in Africa include South Africa, Malaysia, Zimbabwe, Kenya, Tanzania and Uganda.

The e-government phenomena is not a new subject many theoretical underpinning ideologies are viewed. The use of Information Technology in service provision is important as it can possible lead to better and improved service provision. In 2003 worldwide representatives gathered to discuss e-government issues in Geneva where the e-government declaration was made on the desire and communication to build a people centered, inclusive oriented development information and other governments .According to Dube in ZimEye February 2012, using information technology is crucial to enhance citizen participation and democracy through ensuring that the governors and the governed have a platform to share and exchange information .According to the Zim Connect E government Framework and Implementation Framework

(2011-2015) e government goes beyond mere computerization ,it is more than Information and Communication Technology fixation but it is a transformational and re invention.

E government in Zimbabwe

According to ZimConnect (2011-2015) Survey, e-government in Zimbabwe started in 1972 and was spearheaded by the following organizations. Central Computing Services, currently there is the Ministry of Information Communication and Technology. Other organizations include Ministry of transport, Communication and Infrastructural Development, Postal Telecommunications Regulatory Authority of Zimbabwe and the Ministry of Science and Technology, Government Internet Service provider government reference points include Public Service Reform Programme 1998-2000, Science and Technology Policy 2002, Vision 2020,e Readiness Survey 2004,national ICT Policy Framework. The local authorities that have so far adopted e-government in Zimbabwe are Bulawayo City Council, Bindura Municipality, Harare City Council, Gweru City Council, Masvingo City Council and Shurugwi Town Council.Among which Bulawayo City Council, Masvingo City Council, Harare City Council and Gweru City Council and Shurugwi Town Council have websites while Bindura Municipality does not have a website.

The Ministry of Information Communication Technology (2010) came up with a strategic plan in which part of its Key Result Areas is ICT and Governance and E-government and E- business aimed at the innovation of the e-government platform, communication portals, digital archives and community information centers. The policy ensures that the state and other public entities act with adherence to the statutes that guide ICT technology in the country. The ICT strategic plan aims at increasing the national tele density of Zimbabwe by 10% a year and to increase the

Personal Computer percentage and internet by 20% per year and the mobile density of the country by 20% a year and according to the ICT Strategic Plan (2010) by the ministry of Information Communications Technology for (2010 -2014 is aimed at optimizing all national backbone bandwidth capacity realizable at the end part by 99% by December 2013 to achieve its Key Result Area of developing the infrastructure of information technology. The ICT policy seeks to increase ICT awareness both within the government and among the citizens through workshops, public awareness programs. The strategic plan has various implications to the public sector which are appropriate policies and statutes that guide the use of technology in service provision, it spearheads the development of Information Technology Infrastructure, it also promotes ICT research development in the country and leads to development of new technology software and hardware as well as creating an environment for investments in ICTs . It also leads to ICT literacy and utilization as it ensure. The ICT policy consists of the Postal and Telecommunications Act, Broadcasting Authority Act, Telecommunications Policy of Zimbabwe and the National Postal Sector Policy Currently there is the Ministry of ICT, Postal and Courier Services headed by Honorable W Shamu. The ministry is aimed at developing an enabling environment for the creation of a knowledge based society. According to the ministry's statistics in 2014 mobile penetration of data has risen to 104,4 % translating to 13,6 million subscribers in the country. The National ICT policy was last reviewed in 12 March 2014.

ZimAsset on e government

The ZimAsset economic blueprint also shows how Zimbabwe seeks to improve E government. It states that government has to address on a sustainable basis the numerous challenges of e government. Among the broad assumptions to anchor economic growth the policy highlights the improvement of the ICT sector. As the local authorities were given a mandate to integrate

Results Based Management, according to the ZimASSET there is need to address government to enable the successful implementation of Results Based Management. The ZimASSET provides the government with a guide towards expanding the accessibility and utilization of ICT in the service delivery sector .In pursuit of the use of Results Based management the use of ICT is to be used to create horizontal and vertical e-communications in the government.

The Infrastructure and Utilities Cluster according to the Zim ASSET stresses on Information and Communication Technology and E government. There are various key results areas aimed at improving the regulatory framework through the development of ICT legislation and policies through partnering with SADC COMESA and ITU .It also aims at improving the communication access and utilization through increasing the number of government departments who use the internet by 20% annually. The blueprint also has a key result area of E-government which is aimed at improving government efficiency by establishing a e-government policy, produce government data center, automate the administration of the public sector and shifting public services to internet service delivery. E government according to the ZimAsset blueprint is also aimed at integrating e-learning to the education curricular so as to equip future employees to well fit in the digital government. If students grow up with the information technology literacy they will be able to use it in the event that Bulawayo City Council is now using e-government which already removes the illiteracy barrier to the use of e-government.

1.2 STATEMENT OF THE PROBLEM

E government is a possible solution in improving public service delivery .Local authorities in Zimbabwe have been facing a problem of failure to provide efficient services effectively due to administrative and logistical inefficiencies .These inefficiencies worsening due to lack of the use of technology. Bulawayo City Council having started using e-government years ago still fails to

deal with the problem of poor service delivery. In regard to this, it is imperative to find out through this research the implication of e-government in harnessing sound service delivery in local authorities. In a local authority where e-government is being utilized, services will be provided online such as e-payments, e-billing payments, electronic databases, electronic data management, electronic budget preparation, online banking, electronic procurement, electronic fleet, management, electronic plan drawing and approval electronic parking and electronic acquisition and renewal of documents like licenses. Also e-government will lead to electronic voting which can either be physically supervised or wholly electronic through mobile phones, laptops and telephones as is used in the United Kingdom.

1.3 RESEARCH OBJECTIVES

- ❖ To assess the extent to whether e-government is being used fully or partially used in BCC.
- ❖ To analyze the value added by the use of e-government in improving service provision
- ❖ To examine the delivery channels of e-government that Council Bulawayo City Council is using.
- ❖ To examine challenges associated with the use of e-government.
- ❖ To recommend strategies that can be used to improve the use of e-government.

1.4 RESEACH QUESTIONS

- ❖ To what extent has e-government been operationalized in BCC?
- ❖ What are the improvements that are brought by e-government to service delivery In BCC ?
- ❖ What are the various channels of e-government that you are using?
- ❖ What are the challenges that you are facing in using e-government?

- ❖ What do you suggest can be done to improve e-government so as to improve service delivery?

1.5 SIGNIFICANCE OF THE STUDY

To Bulawayo City Council

The research will capture Bulawayo City Council's focus on the subject helping them to realize the value that e-government can add to the struggle of improving service delivery. In the regard Bulawayo City Council will realize the gaps that are hindering effectiveness of e-government and also the problems associated with e government that they should work toward eliminating. Thus the organization will through this research have a clear light of e-government and how they can use it to improve service delivery.

To the University

The research will enrich the secondary data of the university which future researchers can use as secondary data. The research findings will be used in the faculty and help as reference in teaching future students how to undertake research. It may also be used as a tool to measure the performance of the faculty or university basing on the students ability to apply their academic knowledge in a research. Research findings are used also to keep the university's theoretical data up to date as it is based on current knowledge upon the subject under research.

To the student

The student will gain practical knowledge on e-government; the researcher will gain analytical skills and research skills. Doing a research helps the student clarify career interests and increase knowledge in the academic field of local governance as after the student will be better able to

apply the academic knowledge to the real world. After the research the student will have critical communication skills, be able to think independently and be creative. Findings will also give the student better knowledge of e-government and allow the student to be head in the research world.

1.6 LIMITATIONS

- This research will be limited by financial challenges as the student will use funds from personal coffers for travelling costs and making up of questionnaires. The student will solve this by seeking financial assistance from family members.
- Resistance from city council officials may hinder effective collection of data as officials may fear bad publication of the findings which may tarnish the local authority's image. As a solution the student will explain to the relevant authorities that the findings will be used entirely for academic purposes, privacy and confidentiality will be maintained. Research tools like interviews maybe used of which some staff members may be tied up during the time of collecting the data. As a solution the student will alter to phone call interviews

1.7 DELIMITATIONS OF THE STUDY

This research will be carried out in Bulawayo City Council which is located in Matabeleland 439 kilometers South West of the capital City Harare. It is bordered by Plumtree on the South West, Esigodini on the South East and Mbembesi on the North East. Bulawayo City Council covers 29 wards. Its neighboring regions are Matabeleland South and Matabeleland North. Period of research will be June to November 2014, the six months period is to allow the researcher to collect data, examine the relevance of data and make strategic conclusion on the implications of

e-government and to recommend solutions of improvement. The study is not concerned about the use of ICT in administration like in auditing, program planning and financial management. Main focus will be on direct service provision in the local authority. The Information Technology Section, the Engineering Services Department, Finance Department, the Health Services Department well as the Town Clerk's Department as it is concerned with staff training and communication with the local business community.

1.8 DEFINITIONS

E-government

According to Jeong (2007) E government is the utilization of information technology, Information Communication Technology or web based technology to implement to increase the proficiency and efficiency of public services. It is centered on the operations of the government.

E-governance

The department of Public Service and Administration (2007) e-governance is the use of technology to help in the management of public sector. E-government concentrates on using ICT to deliver services and support of public sector administration. It is the extent and scope by which citizens are engaged and participate in governance through the use of web based connections.

E -government readiness

According to the United Nations public Administration Survey (2012) e-government readiness is the ration of the extent of participation of stakeholders online, it involves construction of a model for measurement of digitized government. The Intelligence Unit defines e government readiness

as the rating of a nations' capacity to use electronic channels in governance so as to further improvement.

Service provision

The Public Service delivery Municipality Research (1993) defines service provision as the actual passing of such intangible and tangible goods such as street lighting refuse collection and collection of levies.

1.9 CHAPTER SUMMARY

This chapter is a summary of the research, it includes the background of the study, purpose of the study, and statement of the problem which highlighted that e-government is epitome for improving service delivery in local authorities. The research also includes the objectives, research questions, significance of the study, delimitations of the study, limitations and definitions of terms. The chapter next chapter number two will be on literature review aimed at highlighting on various scholars' views on the subject under study.

CHAPTER II

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter highlights the other scholar's views on electronic government; many scholars have researched and written on the similar subject hence the need to highlight on the information available so as to have knowledge on the topic under study. The chapter also will clarify various definitions of e-government. Literature on e-government from journals, articles, conferences, books will be used to bring out different scholarly views on e-government. The forms of e-government will be discussed and the state of e-government in Zimbabwe, developing countries and the developed countries. It seeks to bring to light what e-government is all about according to written down evidence, thus it will include the forms and delivery channels of e-government. The benefits and challenges brought by e-government with cases from other countries to service provision and how these can be curbed to improve service provision.

2.1 LITERATURE REVIEW

Cooper (2005) defines literature review as a group of writing whose intention is to assess the precarious ideas of existing information on a specific topic. According to Creswell (2005:79), a review of the literature is a inscribed summary of secondary sources of data to translate the existing and past information and arranges it into subtopics for other studies. The cited definitions show that when doing a literature review one has to study available sources on the particular subject under study, find information analyze and evaluate it. This helps to find the views and arguments of preceding researches on the similar subject. In other words the researcher is able to note where the research agrees and or disagrees with other scholars. After,

noting areas of agreements and dis agreements, the literature review also summarizes the results into new findings. Research questions are therefore posed to answer the gap that the researcher identifies from existing literature.

2.2DEFINING E-GOVERNMENT

According to Jeong (2007) E government is the use of technology, or web based technology to implement and or increase on the proficiency and efficiency of public services. Fraga (2001) defines e-government as the alteration of public administration interior and exterior association through the facilitated operations of information technology in order to improve the public sector service delivery.

Tapscott (1996) defined e-government as an internet worked government which links the technology with the government information infrastructure externally with every digital and electronic way of providing services that is with taxpayers, suppliers , the business world, voters and the society. The World Bank (2001) defines e-government as the operated system in which technology convert associations with residents, the private sector and other organizations so as to stimulate resident consent, enhance service provision, improve answerability, increase transparency and improve proficiency in the public sector.

E government is also the use of web-based technology is an important aspect that all local governments should consider and adopt, it is actually not a matter of choice but it is the basis for a paradigm shift so that local authorities remain relevant in the modernizing world. According to Manayiti (2013), e –government is a positive rebranding for local authorities which can be used to reduce corruption, bureaucratic red tape associated with the outdated methods of delivering services.

According to Jeong (2007) e government is also known as Internet government, online government, connected government which consists of aspects which connect the government to citizens, its departments and the business sector (G2G), (C2G), (G2B). It involves the use of Information Technology and Information Communication Technology in implementing services. According to Jeong (2007) e-government brings stakeholder contribution to development.

2.3 E GOVERNMENT IN GENERAL

For the past two decades that e-government has been in operation it has not brought a major change to public service delivery due to the failure to ensure e-government implementation stages are followed for it to be fruitful (Migra2010). The failure of e-government especially in the low income nations has largely been due to the inability to change all important e-government transformational areas. The Government of Zimbabwe can take advantage of the internet in the provision of public services so as to improve the services. In his speech during the 2005 World Summit of the Information Society Conference (WSIS) in Tunis, President Robert Mugabe of Zimbabwe said, ICTs can be used as an effective measure to enhance economic development, create jobs, improving efficiency and the standard of living of the people; this summit gives a prospect for countries to discourse this need. According to Rockman (2001) E-government has four domains which are governance (g), Information Technology (ICT), business process re-engineering (BPR) and e citizen, he further defines e-government as improved government services online designed to satisfy the shortcomings of the citizens. The e-government function is not a function in the cyberspace, it has a definite objective to transform based on two basic premises 1) seeing the government function as exhibited by users far from satisfactory and 2) that the government can perform better by using information technology to provide services. According to Rockman (2001) e government is intermediary stage for

transforming; it is the means to the desired end of efficient and effective service delivery. Rockman (2001) further says information technology has altered societies' lives even the public service sector, there is therefore a need to use e-government along with Information Communication Technology to ensure that citizens also have a platform to participate. Recently the public sector has come to realize the need for e-government to improve public service delivery by increasing accessibility to government services in a faster and more transparent manner. Malhota (2001).Allen et al (2001) says e-government is not just concerned about the use of technology but also encompasses institutional structural adjustments, leadership involvement and good public private relationships.

The OECD (2010) states that there are challenges in public service delivery in many countries across the world and there is need to come up with new technical ways to overcome these challenges. According to Bessley and Ghata (2007) today's population is literate due to the technically connected educational systems and citizens are vocal they demand good quality of services. It is clear that local authorities' worldwide need to come up with ways to improve the quality of public service hence e-government can be used as a solution to assure good quality of services.

According to Singh and Babrah (2009), service provision should be enhanced by taking into consideration both the service users and the service providers hence the need for e-government. The Australian Ministry of Communication ,Information technology and the Arts (2003) states that e-government is the transformation of the traditional ways of providing manual services to a collaborative online service provision where customers can communicate with the public administrators despite the geographical barriers. The conversion of e-government is being motivated by the prerequisite to enhance service provision by engaging citizens.

2.4 E-GOVERNMENT DELIVERY CHANNELS

A channel in the service provision context is a means for uses of contacting of the public and the administration for the purposes of acquiring and accessing public services.

2.4.1 Telephones

This is refers to providing a service through the use of telephones, a local authority can call its citizens to deliver important information for instance on licenses or any relevant documents collection. This is useful in places where there are poor networks for the internet but the general mobile network is available. The Interactive Voice Response can be used and reduces the costs of travelling for service provision. Bittner (2003) defines mobile phones as a handset system that can be carried around effortlessly and rapidly from place where ever one goes. Also SMS form can be delivered via mobile phones. SMS is an e-service station that most people are familiar with, research showed that the reason many people prefer this station is because it is easy and in 2010 the level of SMS use was in 6.1 trillion and an average of 200,000 SMSs are sent every second. Mobile phones can be used for provision of emergency alerts and for communicating urgent information to citizens. According to the UN E government Survey (2012) mobile phones are the most widely used electronic devices in the world, they now have functions of computers and as they are mobile, governments can use them as a new way to communicate with citizens.

2.4.2 Call centers

E-government Strategy (2013) states that a call center is a platform of citizens to call inquest for information access at the same time a call can be processed through the Interactive Voice Response Systems. Medium used for voice contacts used for delivering services such as requests for information. Call Centers can be set up and a few workers work there waiting for calls from government the citizens. According to the UN E-government survey (2014) call centers are a

station that public administrators can use as a medium to deliver various public services. And it is easily accessible even to the poor in the developing countries.

2.4.3 Public Kiosks

It is where services like information dissemination, access to service requests and delivery of services is provided to customers at a single point of service delivery. This is where the government sets up public points to deliver services online and kiosks are setup in malls where the public can access. According to the E-government Strategy (2013) Common Service Centers or Kiosks have to be used to provide access to public services for those who do not have mobile phones. Public kiosks are set up so as to accommodate those citizens that have the technical knowhow to use electronic services but are constrained by the lack of resources.

2.4.5 Personal Computers

The computer is widely used by the home users to access internet. The internet is a means to access even other channels like the website can be accessed through the use of a personal computer. If one does not own one there is an alternative of going to the public kiosks. It is when citizens can access services online via the use of their personally owned computers or laptops at home or wherever they can connect to the internet.

2.4.6 Websites

Local authorities open up websites where information about their organization is available online. Citizens can access information about service provision minutes, budgets, council public meetings, and disaster awareness. According to Vosloo (2006) the internet was developed in the United States of America for research and use as a defence network. From then, websites are now a widely used medium of communication which enables sharing of information through

internet browsers. According to the Government of Singapore e government portal is particular government example of a one stop shop where the government provides an access to services through websites through options like ‘I want to, and or how do I?’ In South Africa a website is also available the <http://www.services.gov.za>, (Danielli 2008).

2.4.7 Digital Television

According to the United Kingdom (2012) Survey, the elderly consisting of 63% of the elderly would want service that they can get via the television. According to Khosrwpour (2005) “the television will remain the medium of choice for a majority of people in some time to come”, so government and broadcasters need to conduct the delivery of electronic public services through the digital television.

2.5 ENABLING RELATIONSHIPS IN E-GOVERNMENT

2.5.1 G2C

This is the relationship between the public administrators and the residents. A platform is created to enable organizations to dialogue, attend to and to communicate and continuously communicate with the residents enhancing responsibility, social equality and improving service delivery. As Riley (2001) postulates various ways of communication channels can be used to deliver services like the health and welfare services through online licensing. This relationship gives the citizens the privilege to have access to information from where ever there are; therefore it cuts the barrier of time and location to the access of services. It is through the use of multimedia, personal Computers, web technology, televisions and chat forums.

2.5.2 G2B

This communication between the governments through its agencies with the private sector, it is the electronic interaction of the public sector agencies and the private sector. It includes electrifying transactions, procurement and marketing (Fang 2002). In order to lower costs business is communicated to the community via the internet and costs like advertising costs are lowered. Online communication reduces the tall structures that delay processes make registration for instance easier and faster as there will be more effective. It further improves the interaction between the public and the informal sector. The services provided online are material planning, sourcing, purchasing and contract management according to (UNESCAP2006). E-procurement enables online catalogues , online advertisements , allows for making of orders online ,payments online, new tendering processes on calls and allow electronic bidding (Moon 2002). E-procurement for instance improves document management, reduces costs, saves time and improve access to markets and leads to transparency.

2.5.3 G2G

This is the electronic relationship between the government and its tiers, the national, provincial and local government. As the government tiers work together to provide services effectively there is a need therefore for an effective interaction between these tiers (Riley 2001).This web based communication leads to collaboration as well as cooperation in the different levels of government. Online communication enables of database sharing, assets sharing, and expertise advertisement and improves the proficiency of service provision.

2.5.4 G2E

This is the relationship between the government and its employees. Technical communication is a platform for bringing the government and its employees to a single point of interaction through

learning and sharing. Employees gain access to information concerning various issues of concern like compensation, policies on benefits, civil right laws (Riley 2001). According to Heeks (2001) t and implementation and exploitation of these webs of relationships are important in enhancing effective and efficient service delivery.

2.6 TRANSFORMATIONAL AREAS IN E-GOVERNMENT

2.6.1 Internal

Hirst and Norton (1998) suggest that this refers to improving the internal functions and processes of within the public sector through connecting the internal departments and sectors of the government. Electronic inter relationships leads to eliminating of inefficiencies like bottlenecks, tall structures, filling and delaying approval processes leading to better, reliable and more easily accessible information. It lowers human resources costs and information control expenses and as quicken and improve of task handling. The internal relationship refers to the relationship with other public sector institutions for instance the relationship between BCC and the Ministry of Local Government Public Works and National Housing.

2.6.2 External

The use of information technology to provide services leads to the possibility of government to be transparent to citizens and businesses. Online service also creates opportunities for participation and collaboration in all levels of government; Allen et al (2001).According to Tapscott (1996) Electronic government improves relationships among government agencies as well as between the public sector and various users of public services despite their location.

2.6.3 Rational

The use of government enables the fundamental relationship changes between the citizens and the state and between nation states with implications for the democratic processes and structures of government. Fountain (2001) uses the concept of the “computer-generated government which is electronically connected with other agencies and private public organizations. These transformational areas are essential for e-government over and above business process re-engineering.

2.7 E-SERVICES

Rowley (2006) defines e-services as activities, efforts or acts which is provided via technological. He further says that e-service include the service division of e-payment, consumer care, and service provision. According to his definition there are three main mechanisms in e-service provision the service provider, the service receiver and the channels of e-service provision. The government, the citizens and the business sector and the service stations being the internet at large, it also includes the digital television, the radio, kiosks, telephones and websites.

Buntantan and Garsa (2004) assert that e-service provision refers to provision of services via the internet, Jeong (2007) also supports this as he states that e-services constitute of online services that are available on the internet where various transactions of buying and selling is made possible through the use of websites. Various e-services provided by local authorities across the world include E-payments, e-billing, e-voting, e-notifications, e- registration(birth certificates, national identity cards, driver’s license, passports), e-tax payment complaints, e- directions- form downloads-visitors and e-procurement

2.8 E-GOVERNMENT IN DEVELOPING COUNTRIES

E-government is key to solving many local authority's problems on service delivery as it offers a prospective not only to gather, stock, develop and verbose large quantity of data low cost but also interactions with other governments across the divide. Gred and Mansell (1998) postulate that Initiative of public sector agencies and departments to utilise electronic tools and application of internet and mobile devices to supply good government and partnerships with civil society or known as the e-government initiative. As with the commerce e-government represent the new way of technically innovating government. The OECD (2002) research project gave results showing that investing on e-government is accountable for about 0.5% to 1.3% increase in Gross Domestic Product per capita per annum in many countries. According to the web measure index from the UN's worldwide e-Government Readiness Reports of 2005 and 2008, a lot of African countries are statistically registered as emerging economies that are implementing e-Government. E-government readiness measures the extent to which the aspects that lead to the success of e-government are developed or under developed. According to the United Nations E-readiness Index (2013), E-readiness can be basically measured by the basis of

- Online service provision
- Telecommunications infrastructure and
- Human capital+

The UN E-government Survey (2014) on the e-government ranking Africa has 0.2661 when the average is 0.4721. In Africa only six countries are above average which is Tunisia, Mauritius, Egypt, Seychelles, Morocco and South Africa. The country with the highest e-government readiness in Africa falls as the 75th in the world. As income also determines the ability to achieve improved online service provision, telecommunications infrastructure and human capital, Africa is also lagging behind in income due to the fact that more than 70% of its countries fall under the least developed and low income countries.

Many African governments including South Africa, Uganda, Nigeria, etc. have embarked on administrative reforms under NEPAD and have undertaken programs for modernizing public administration (e-Africa Proposal, 2002). According to e-Africa for Africa to successfully reform service delivery there is need to create and improve virtual networks that will enable them to have access to some international resources. Fong (2002) states that e –government represents the tremendous impact to move from the traditional ways of providing services to the new increased quality, cost efficient government with better relationships with the community. E-Government now exists in Africa although it is a borrowed concept with imported (Heeks 2001).

Many governments in developing countries have taken a developed in the use of technology. The potential of e-government in low income states is still unexplored; it requires focus study and appropriate approach. Yet in some developing countries e-government has flourished such as in Brazil, India and Chile. According to Allen etal (2001), obstacles of e-government in low income states go far to beyond the lack of public private partnerships for e-government.

2.9 E-GOVERNMENT IN DEVELOPED COUNTRIES

E-government was first launched in a developed country its roots are found in the developed countries. E-government in the developed countries has more than just an individualism effort, it is highly regionalized. The Action 89 is a regional group of developing e-government among the European countries. The aim being to ensure European states has a single e-government strategy. The Granada and Malmo is highly followed by the developed countries also leading in e-participations. According to the E-government Survey (2014) the leading country in E-government in developing countries is Korea followed by Australia and Singapore, followed by France, Netherlands, United Kingdom and Finland. The E-government Survey (2014) for the first time all 193 United Member States in the developed countries now have a national website although major remain low on the level of e-government development .Studies show that only 40% of the developed countries have advanced search engines. Developed countries are also leading in e-participation led by Uruguay, Australia and New Zealand.64% Europe (16 countries), 20% Asia, 8% (2 countries) 8%,Oceania (2 countries) of, the top 25 high income nations are from the developed countries. Income level of a country is a general indices of economic development of a country, of which this has a positive bearing on e-government development. As the access to ICT infrastructure and provision of education in ICT literacy are highly related to the income of a nation. The regional development Index shows development is as Europe 0.6936, America 0.5074, Asia 0.4951, Ocenia 0.4086 and lastly Africa 0.2661Korea is the leader in e-government in the developed countries with. A high national education policy, high GDP per capita .It 2007 it had a highly digitized public administration of Government to Business, Government to Citizens and Government to Government. Developed countries has highly benefited from online service provision impacts include reduced costs while improving

better use and management and use of resources, In 2013 developed countries invested 113 billion on e-government and saved 5.9 billion from providing services online.

2.10 BENEFITS OF E-GOVERNMENT TO SERVICE PROVISION

2.10.1 Improves the quality of services

E –government exist with the main objective being to increase the portfolio of public service to be in an efficient and cost effective manner. Tappscot (1996) and Maholtra (2001) agree that the use of technical technology in service provision contribute to efficiency gains in delivering services to the citizens. As compared to the traditional ways in the public service delivery through bureaucratic, timeous structures, electronic government has brought a reduction in such inefficiencies of red tapes Ndou. (2004). E-government creates a web in through which the government stakeholders like the community and the business and private sector can easily communicate. In Bahia, Brazil 500 service centers were created to distribute services like National Identity Cards, Passports and licenses. This reduces the time taken to travel to government offices just to acquire services, thus fast and efficient services provided in a more flexible manner. According to Rinne et al (2001) Customer Satisfaction Studies revealed that 89% of the citizens were well pleased with the service centers. It makes services more accessible, convenient, and responsive and more cost effective. It can make services easier to access for those residents who are disabled. A web of connection is created in the council internally between its departments and externally with other stakeholders. It also improves the relationship between the service providers and the service receivers.

2.10.2 Aids Participation, Transparency and Accountability

Bhatnagar (2001) E-government helps to curb corruption as it encourages the public to report cases of corrupt public officials so as to increase transparency of proceedings in service provision. Thus on-call or online complaints encourage citizens or council employees to report corruption without fear of being recognized, therefore service providers will hesitate to abuse public funds. E-government safeguards resources through combating corruption saves resources to be used entirely to provide adequate services on time; Ndou (2004) .Governments needs to increase multinational relationships in the e-government field as a measure to achieve transparency, responsibility and proficiency (WSIS2005). Websites also can provide a basis for anonymous reporting of corruption.

Twinoromunzi (2010) states that e-government is a transformation from previous unpopular apartheid system of public administration into a participative model where the populace can cause administrators answerable for the quality of services they are providing. According to Collin (2010) the rise of Information Communication Technology gave rise to electronic government which is meant to reform internal operations and developing functions to enable the democratic participation of citizens in policy making and implementation

2.10.3 Improves the quality of decision making

E business and e-citizen leads to an opportunity for the populace to take part in decision making by contributing online. Citizens can therefore make valuable decisions by advising on particular decisions concerning service provision. OECD (2001) states that e-government aids the relationship between the governors and the governed and increase the willingness of citizens to aid the government with useful information. The customer feedback is a basis for the government to get to know what the populace wants and customize itself to align with the

community. Also the government to government interactions on webs gives opportunity for sharing of information across departments and ministries.

2.10.4 Reduces the cost of service provision

According to Maholtra (2001) e government leads to efficiency and reduces the cost of providing services in the public sector. Public services online decrease the processes operation costs compared to the traditional way of providing services. E-procurement leads to transparency in the acquiring of various inputs by local authorities which saves the cost of abuse of public funds for personal gain Government of Pakistan (2000) According to Baggozzi et al (2002) the Procurement Process Service of Korea has been documented as the most cost cutting and efficient procurement process in the world.

During 2005, the Korean government visited Pakistan and developed a feasibility study for Government electronic Procurement System and findings shown that it reduces corruption and abuse of public funds. This reduces the cost of providing services thus saving money while increasing efficiency. Heeks (2001) also supports this as he states that providing servicing online cuts costs by replacing the expensive human labor with cheap technology.

2.10.5 Reduces reworks

Hafkin (2002) postulated that e-government leads to a citizen centric so operating a shared service culture to bring efficient through standardization, implication and sharing. Sharing leads to effective ways of delivering services where mistakes are prevented than corrected, therefore avoiding the situation of repeating the same service due to mistakes. When services are delivered on line the mistakes associated with manual service provision is limited and it reduces the need

to have to redo the same task which would otherwise lead to wastage of resources. In a case where services are provided online local authorities experience the advantage of effectiveness.

2.10.6 Increases the capacity of the government

Sharing databases through the business process re-engineering lead to free and faster flow of information. Renne et al (2001) suggests that it brings multiple services in one location, leading to fast service provision which leads to service user satisfaction. According to e-Africa, e-government improves service delivery shifting from the traditional ways to a more interactive manner via the web technologies which increases the capability of governments.

2.10.7 Safeguards the environment

The use of technology to provide services leads to a shift from the traditional paperwork to the use of information technology to provide services. E government reduces the use of hard copies in providing services and if less or no paper is needed less trees will be cut and the environment is preserved as it the local authorities mandate to safeguard the environment. Thione (2003) suggests that many initiatives have been taken to develop an infrastructure; efforts are meant to equip African nations to attain sustainable development. Although the use of Information Technology has been associated with negative environmental impacts, e-government machinery like computers is recycled so as to avoid environmental degradation.

2.10.8 Improves rescue services

Local authorities have a mandate to prevent the occurrence and or effects of disasters in their area of jurisdiction. The use of webs to communicate with citizens lead to the establishment of that link emergency, open centers and the broadcast system and frontline emergency response

communities Kabbeer (2003).With such service centers the local authorities are able to provide fast awareness's thus improved rescue services In Bangladesh the Disaster Mitigation Bureau came up with a SMS based warning system, thus e-governments reduces the risks caused by disasters.

2.11 CHALLENGES FACED WHEN USING EGOVERNMENT

Researchers have identified numerous reasons for these failures including (Kreps and Richardson 2007): Drivers of ICT Project inefficiencies, systems not delivered in time, creeping space; Software unhealthy and unreliable, software poorly functioning ,poor integration and good interface; Ever-increasing costs, Poor stakeholder integration, Lack of privacy Poor training to attain technical knowhow.

2.11.1 High setup costs

Migra (2006) states that investment on ICT is costly, for a local authority to be said it has e-readiness it has to have all the required technical machines to operate online of which funding becomes a major problem as many local authorities in Zimbabwe are currently struggling financially after the written-off debts. The World Bank (2003) also asserts that many developing countries plan on e-government but fail to implement it due to lack of capital. According to Heeks (2011) the e-government has led to a huge expenditure evident by the taxes that have not reduced even with full utilization of e-government. It has high setup costs and slow long term returns, an example of the United Kingdom where after investing 3.90 billion on e-government it only attained 0,97billion returns. Gavara and Ferro (2009) state that the need to use e-government as a dual aspect parallel with physical service provision means that e-government will not reduce but add costs. The parallel aspect means that the old manual setup still has to be maintained and new electronic provisions have to be setup. Idowu (2003) in a study conducted

in Malaysia state that e-government requires high setup costs. Shackleton and Dawson (2007) argues that the integration of e-government in developed nations has remained a problem, this is because local governments have no decision making autonomy and rely on central government for funding.

2.11.2 Inaccessibility

According to ITU (2002) on connectivity and technology infrastructure, studies have proved that in African countries mostly the factor remains that the areas are long way short of the computer tele infrastructure. Garfinkel (2001) states that in the developing countries the digital signature has not been accepted. The society as end beneficiaries of e-government consists of the socially isolated who emerge as being partially excluded from the advantaged networking resources which have potential to help them become less excluded. The economically disadvantaged are excluded from the internet including government e-services .The poor are likely to have limited access technical devices, like simple phones that are non-internet enabled. Due to this some remain without access and providing online services to those who have no access becomes hard leading to the need to operate on a dual aspect.

2.11.3 Unacceptance

The poor usually have an attitude towards the technical devices. Garfinkel (2001) in most African countries the digital signature has not yet been accepted as some citizens still do not trust the use of technical technology, this becomes a barrier to local authorities. Corghum (2009:55) says that there is a risk of computer operators to perpetrate to fraudulent activities hoping they will not be figured out. For example some operators may steal limited amounts from a large

number of people hoping that customers will not realise the small variation. According to the UN E-government strategy (2012) technology is not an assurance of the Excellency of various ways of delivering services as some may reject them and still prefer face to face channels and they are bias towards e-government. Citizens are reluctant to fully utilise the e-government services (Bwalya2009). According to West (2007), studies show that although 173 of 190 countries have developed e-government sites to begin to use ICT more broadly to provide government services, there is a great disparities persisting digital divide.

2.11.4 Lack of Information Technology skills.

Migra (2006) postulates that e-government cannot be implemented if the available staff is illiterate. Baggozzi (2002) postulates that those who are anti e-government say that e-government does not bring transparency, it is bias due to the fact that it is controlled by the government itself and it is at liberty to hide that information that they do not want to be exposed to the public eye. Information can be added or removed from the public eye. Public institutions will not expose the negative information in fear that their organisational image will be tarnished. Bwalya (2009) states that in Zambia part of the major challenges in e-government implementation have been the poor Information Technology skills. Ongo'ndo (2007) postulates that In Kenya e-government use suffers from in adequate human skills and low Information Technology literacy. Ndou (2005) also states that staff turnover and leads to loss of skills and experienced staff in local government. This implies that the government need to develop and retain skilled staff who are easily adaptable.

2.11.5 Loss of privacy

Lyman (2006) publishing information to the citizens lead to the government offering too much information about itself and it loses its privacy. Sharma (2007) fraud is estimated to 2.8 billion

USD. Hene and Iyer (2007) possible privacy loss will lead to local authorities avoiding the utilization of e-service provision. Local authorities therefore become reluctant to invest in e-government as they fear that their corrupt behavior will be exposed leading to a bad reputation. Thus in cases where local leaders are not ready for transparency, e-government is rather avoided.

2.11.6 Poor coordination

Bwalya and Heally (2010) state that e-government in Africa varies from country to country and in Zambia it has faced challenges. It has been that the e-government implementation lacks a dedicated strategy. E-Government is a long process that needs restructuring and it needs leadership dedication and effective planning and without strategic planning, e-government cannot be successfully implemented. According to Allen et al (2001) e-government goes beyond just the use of technology; it calls for internal restructuring and skills alignment as well as involvement of the private organizations. This shows that without effective coordination local authorities find it difficult to implement e-government. ICTs do not exist in social or technological isolation.

Instead, ICTs are embedded in organizational, cultural, and institutional context that influences the ways in which they are developed, the kinds of workable configurations that are proposed, how they are implemented and used, and the range of consequences that occur for organizations and other social groupings (Kling 2000). According to Prattipati (2003) e-government requires more than technical wizardry for development and opening services online, it includes developing strategic approaches for organizing and assimilating tangible resources such as computers, networks and intangible resources such as e-government skill and knowledge and organisational processes, a willing population and developing managerial and technical capability to implement

e-government. For e-government to be successful there is also need to address the digital divide that exists between citizen and countries which leads to some failing to access technology.

2.12 EMPIRICAL EVIDENCE OF THE USE OF E-GOVERNMENT

2.12.1 Subang Jaya Municipal Council –Malaysia (Azima,Rashid,Mulek (2010)

Lundall and Johnson (1994) states that in the new landscape ,knowledge constitutes the most important factor ,while learning with merging through cooperation, together with the increase in reliability and trust is the most important process in delivering services online. The objectives of this case study were to find out the role of the use of electronic government as a tool to improve efficiency in governance. Also to rationalize the extent to which services were provided online in Subang Jaya against the possible services that can be provided online, to highlight important aspects to be noted top ensure e-government improves service delivery and to highlight also reasons the challenges face din the use of e-government.

Malaysia implemented the first computer in 1996 and from there its government has introduced various initiatives to facilitate greater integration of Information and Communication Technology to improve the capability in every area of life. MPSJ has embarked on several ICT endeavors to improve the administrative machinery in terms of structure, system, processed, management and work ethics. The new strategic measures for introducing e -government was to use ICT to upgrade the quality of management and delivery of services. Online services provided in MPSJ include the following

- Online payments
- Online applications

➤ Online complaints

Online service provision enabled the local authority to enhance transparency and improve its ability to better serve their citizens in a fast and efficient way. Residents are now able to interact with the local authority's departments which provide various services like information searches. To facilitate for services that needed physical interaction, kiosks were set up and services were provided via links like kiosks, mobile phones, the local authority's web, SMS, faxes and MPSJ Open Day Events government implementation was successful because there was leadership commitment and willingness of the top management system, adaptation to change management, stakeholder involvement and private sector co-operation, capacity building and public support buy in. Challenges face included poor coverage of Wide Area Network in relevant departments, high setup costs, ineffective web page, failure to provide other services online and lack of cost-saving technical measures.

2.12.2 Case study: New Zealand

The Government Initiative was launched in 2001 aimed at introducing e-services .The implementation of electronic government was to facilitate improved two way exchange of information and enhance a good public image based on customer orientation. The case study was evaluating the value of e-government in the public sector. The main focus areas were

- Websites
- Customer feedback
- Quantifiable and efficiency of e-government services

Websites were monitored to determine their usability, and questionnaires given to citizens to determine the benefits or value added by e-services. Interviews to access public knowledge and

opinions on e-services were conducted Population interviewed consisted of 61% of the ages 18-24, 26% of the ages 38-49 and the rest being over 50 years of age. From the findings 76% were aware of various services provided by the council, 87% were aware of the available online services, 81% who did not know then considered e-services as desirable.

The results of the study proved that 49% became aware of the e-services the e-services through the word of mouth, 32% through the web search engines and 19% through advertising. The case study also sought to find the level of usage of the online services from the study 42% had used it on library and information catalogue, 38% on services operation, 32% on events in the city, 31% on maps, 12% on sales, 11% on job advertisements, 11% online applications, 10% on water resources and 7% on population status. On the average respondents who had used e-services rated e-government as being effective. Reasons of the effectiveness of e-government were 77% being on improved access to information, 77% on saving time to call and travel to council offices, 55% better access to information with reasonable data, 40% as easy to follow, 27% as being high usability, 25% as linking to relevant sites and 20% as being easy to navigate.

Difficulties faced in using e-government where that it failed to locate information, was slow to download, access time was slow and had difficulties in navigating. Suggestions on improvements were on rates payments, other fee payments, online submission of applications and bid payments, interactive services or online forums, provision of audio and videos of major events and online voting, The study also highlighted that the community preferred online services due to data security, confidentiality of information and speedy and accuracy of information access, On a 0-10 scale the conclusion rated the website on 7.18, online services on 7.2 and 10 on desirability. The aim of using this case study is to highlight on the benefits that local authorities and citizens

can get from the use of e-government to show various services that can be provided on line and to show various challenges associated with the use of e-government

2.13 SUMMARY

The chapter focused on various definitions of e government. It highlighted the literature on e-government from journals, articles, conferences; Different scholarly views were used to bring out what the subject of e-government is all about. The forms of e-government were discussed and the state of e-government in Zimbabwe, developing countries and the developed countries. The aim was to bring to light what e-government is all about according to written down evidence. Thus it included the forms and delivery channels of e-government .The benefits and challenges brought by e-government with cases from other countries were discussed. The next chapter the methodology which will focus on different data instruments that will be used in the study

CHAPTER III

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter describes the research design that the researcher used to collect data related to e-government and the improvement of service deliver in Bulawayo City Council. Its main aim is to study the methods that will be used to collect relevant data. The research method is clearly described so as to determine its validity and suitability in gathering the right information. It also states the population and the sample to be chosen, data collection techniques that was used to do the research. This chapter also gives a clear description of the research method tools like questionnaires, interviews and observations will be described and analysed. The validity of data analysis will be used so as to prevent bias and scientific conduct. This chapter describes the research methodology

3.1 RESEARCH METHODOLOGY

Rajasekar et al (2013:5) define research methodology as a systematic technique to resolve a problem. It is knowledge of learning how research is going to be conducted. They also added on that the process through which the researcher goes about in unfolding; clarifying and forecasting phenomena is called research methodology. Research methodology refers to schemes of query which changes from the underlying theoretical expectations to research design and data analysis Vision (2005). The research methodology therefore refers to the description and analysis of the

methods used to collect data for research purposes. Information can be both historical and or present.

3.2 RESEARCH DESIGN

According to De Vaus (2001) a research design refers to the overall approach which is selected to assimilate various compositions of the study in a comprehensible and reasonable way to ensure the problem is effectively addressed. He further says that it constitutes the scheme of collecting, measuring and examination of data. Maholtra and Birks (2003:58) also supports this as they define a research design as a outline or scheme for guiding the research. It clarifies the procedures that are essential to access requisite information that will enable the researcher to answer the research questions.

Kumar (2011:94) states that the research design helps the researcher to access information that is requisite, objective and correct enough to provide answers for the research questions. The descriptive research design describes who constituted the study population, how the study population was identified, whether a sample or the whole population was selected and what method of data collection was used.

Research design therefore ensures that procedures used to obtain information are appropriate to obtain the right information. It involves both quantitative and qualitative methods as will be discussed in this chapter. The justification for the use of both the quantitative and qualitative methods is because of the need to produce the best descriptive and explanatory results. (Blanche et al 2006:121). The two methods will be used so that they compliment each other to give a full picture of the research study as some findings are quantifiable with numbers while others like impacts cannot be quantified but described.

3.2.1 QUANTITATIVE RESEARCH DESIGN

A quantitative research design is statistical, it uses graphical presentations of data and other numerical approaches like charts (Peters 2000). This method uses numbers or statistics to present data; it therefore only applies where results can be presented in numbers. Quantitative research designs are recommended as they enable even the illiterate or semi-illiterate to be able to interpret and understand information. It can use charts and tables to illustrate factors which are easy to interpret. Quantitative research design is used to present the what, where and when in decision making. In this research through the use of questionnaires, quantitative designs were used in by presenting the percentages and number of responses.

3.2.2 QUALITATIVE RESEARCH DESIGN

Peters (2000) defines qualitative research as involving the interpretive, realistic and idealistic stance as it involves the collection of data and allows participants to experience the problem under study. Qualitative methods are used when results cannot be expressed in quantities as it is non-numeric, it is more of a reason-based evaluation and uses feelings to explain or describe the situation. Qualitative methods explain the why and how in decisions made. It is essential as it states the motive behind the displayed behaviour. Hancock et al (2009) describes qualitative research as a way that describes the reasons how people can differently analyse reality and concentrate on reports experiences and that which numbers cannot perfectly express. Interviews which were used in this research were a form of qualitative method as they involved expressions.

3.3 POPULATION

Lawson (2012) describes a population as a group of individuals who cannot be statistically distinguished. It is therefore referring to a selected group of people who have the same characteristics. According to Trochim (2006) a population is the group you decide to generalise

to, it becomes the population of the study. It refers to a large collection of individuals from whom the required results of the study of inquiry will be obtained from as seen relevant by the researcher. Guba and Lincoln (1995:5) state that when selecting the study population it is essential to evaluate and ensure that it is composed of groups or individuals who will provide with the required information. The study population in this research study was Bulawayo with a population of 653 377 and covers 29 wards in 5 districts.

3.4 SAMPLING

Mc Burney and White (2007: 164) postulates that sampling is a technique of choosing a limited number of people from a large population, from which results will be estimated, predicted and generalised to the whole population. According to Chambers (2001:26), researchers do not study the whole population as a way of cutting costs related to dealing with a large group of people. Thus sampling puts the researcher in advantages like saving time; cutting costs and enables ability of homogeneity of results. Trochim (2006) describes a population as the procedure in which units of people or organisations are selected from the population of interest and from studying the sample the researcher can generalise results as representing the whole population.

Sampling Techniques

According Dillman (2000) as quoted by Williams (2012:14) a sampling technique refers to the way(s) utilised to subdivide the population into samples in a way that will enable determination of the research questions regarding the population.

Probability Sampling

According to Hair et al (2003) probability sampling is a technique of sampling where everyone in the population stands and equal opportunity to be chosen. The techniques are composed of

stratified random sampling, cluster sampling simple random sampling and random sampling. The researcher will use the Stratified Random Sampling. Dillon et al (2003) postulates that probability sampling can be used to appraise the scope to which a sample can differ from a population factor. The researcher used this technique so as to ensure that the variances in the study population are represented.

Non probability Sampling

Non probability is a method where chance is not a factor in the act of choosing a sample from a population. (Hair et al, 2003). The non-probability sampling that the researcher will use are the purposive sampling and systematic sampling .Malhotra et al (2002) states that the non probability sampling methods comprise of snowball, quota and judgemental or convenience methods. The researcher used systematic sampling so as to save resources and time as the two methods select the targeted and the relevant respondents in the judgement of the researcher.

3.4.0 Sample

Trochim (2006) defines a sample as the individuals you choose to participate in your study. It is a subset of the population representing the population from which it is drawn. A sample should be chosen with consideration of the whole population so that the sample number can fairly represent the population 61 consisted of a representative from the BCC ICT Section (1), Councillors (15), Residents (25) and Employees (20).

Table 3. 1: Targeted population and the sample size and percentage

Category	Target Population	Sample Size	Percentage%	Sampling technique
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Residents	653 377	25	0.01	Systematic
Councillors	29	15	51	Systematic
ICT Section Representative	1	1	100	Purposive
Employees	3495	20	0.005	Stratified Random
Total	654 414	61		

3.4.1 Systematic Sampling

The systematic approach is a technique used by the researcher to select a sample where arithmetic progression is used to select the required number to be the sample (Wyle and Schellrah:2009.Rajasekar (2013) states that in systematic sampling random ness is utilised. The systematic sampling yet it comprise of various features is described by Black (2008:8) as a technique involving the selecting components from a clearly laid down list or number of the study population. The systematic sampling technique was used in selecting the councillors who will participate in every ward 3 councillors were chosen which lead to a total of 15 councillors. It was also used for selecting residents to answer the questionnaires where in each of the districts 5 people were chosen, the 5th person was given a questionnaire. This technique was used to ensure that every part of Bulawayo is represented in terms of geographical location. There are 5

districts, selecting 5 from each is to ensure that the opinions of all the people living in different wards are represented.

3.4.1.1 Advantages

- Lesbondy (2011) states that it is efficient as it stops a condition of acquiring general results where objectives are not achieved
- Lesbondy (2011) also states that the focus on sub population leads to efficiency as it saves time
- Wyle and Schellrah (2009) state that the number chosen corresponds to a fair representation of the population .It ensures a considerably fair representation for instance all districts will have councillors representing them

3.4.1.2 Dis advantages

- According to Laerd Dissertation (2012) If the population has some kind of standardisation there is a risk of picking up similar cases .for example every 5th person may be all male of the same age with similar line of thinking
- Lesbondy (2011)It is difficult to know the total population so as to decide the size per unit
- The chosen population might not have the information you need

To solve this, the researcher ensured that the required sample takes part in the research. The researcher did re-contact to cater for the non respondents and even found new respondents.

3.4.2 Stratified Random sampling

Rajaseker et al (2013) states that stratified sampling is mostly applicable where the population from which a sample is to be chosen from does not institute a similar group. The population is stratified into a number of non-overlapping sub populations or strata or sample items are selected from each stratum. According to O'Leary (2004) Stratified sampling is an act of dividing the study population into many subsets and thereafter using simple random sampling in each subset. Thakur (2009) states that in stratified random sampling technique every item has an equal chance to participate. This technique was used on selecting the employees to participate in the study. 20 employees were divided by a gender stratum and 10 males and 10 females given questionnaires.

Advantages

- Thakur (2009) states that this will be a fair method as all employees present will stand a chance to be chosen
- According to Kumar (2011) it helps achieve objectives as it reduces biasness of the result
- Cresswell (200) postulates that a strata will be a proportional representation of the population

Disadvantages Shoo (2011)

- It does not ensure equal representation of the whole population
- It needs clear defining and deciding on stratus to be used
- It is time consuming as it takes many procedures to come up with the sample
- It is expensive as it leads to different stratas

- It is complicated as the strata has to be decided just before the research if the wrong strata is chosen then the results will be invalid.

To curb the challenges, the researcher clearly chose the strata.

3.4.3 Purposive Sampling

As noted by Williams (2012) purposive sampling is a technique where the researcher consciously chooses certain features or matters that he or she sees are of great requirements for the study. In purposive sampling, the researcher is basing selection on widening the variety of participants the researcher therefore seeks to incorporate those people or groups that will represent a wide variety in terms of perspectives (Higginbottom, 2004:17). The purposive sampling technique will be use in selecting the representative from the ICT Section to participate in an interview. This technique was used because the researcher had identified the specific person who could possible have the answers to the interview questions. The questions for the interview required knowledge from someone who is part of the top management of the City Council ICT Section. Conducting the interview to the residents will not give the required answers as they do not know anything about the City Council's internal operations. This technique was used to select a representative from the management of the ICT Section who the researcher identified as having the information pertaining to the internal challenges and strengths of BCC in e-government.

3.4.3.1 Advantages

- Black (1999) states that people who do not have the required information are eliminated hence it reduces wastage of resources in acquiring information where it cannot be found

- As stated by Best and Kahn (2003) results are expected to be more accurate as the researcher judges and select those who are likely to give more accurate information.
- Higginbottom (2004) highlights that the respondents selected are easily accessible as there are readily available like targeting an ICT Management.

3.4.3.2 Disadvantages

- According to Best and Kahn (2003) The sample is not defensible as representing the target population of the case study.
- According to Bryman and Crammer (2004) states that purposive sampling is subjective as participants are determined by the researcher's judgement. It can leave out others who might have the information but not in the judgement of the researcher.

To solve this, the researcher after interviewing a representative from the ICT Section also gave questionnaires to residents, councillors and employees so that their views were taken into consideration.

3.5 RESEARCH INSTRUMENTS

According to Bell (2002) defines research instruments refer to tools used to collect primary data.

The tools that the researcher used are questionnaires, interviews and observations.

3.5.1 Primary Data Research instruments

3.5.1.1 Interviews

According to Thakur (2009) interviews have two basic types which are structured or unstructured. In the structured interview the researcher who is the interviewer sets down desired questions that will be asked the interviewee. In the unstructured interview the researcher does not set questions he or she uses semi-structured interview guide. It is when a researcher organises and undertakes a face to face attempt in order to obtain reliable information from the interviewee.

Kothari (2000:120) postulates that collecting data through interviews involves representing oral stimuli and replying with use of oral verbs. This is so because the researcher will be present listening and recording the interviewee's responses to the asked questions. Fraenkel and Wallen (2006) further states that conducting an interview is when relevant questions are carefully asked so as to check if impressions show that the data is accurate, it also to verify or refute the impression one gained through the questionnaire Remenyi (2001) defines an interview as a proper procedure used by the researcher to acquire the evidence or information from a well-informed individual or group. After the verbal evidence the researcher normally needs to convert the recording into written data before an analysis. Interviews will be conducted with a representative from the ICT Section in BCC.

Advantages of interviews

- According to Babbie and Mouton (2001:249) Interviews have the advantage that they give information priorities based on the interviewees priorities, opinion and ideas and an opportunity to explain ideas

- Betani (2012) postulates that interviews it can be used with children or the illiterate
- Cohen and Manson (2000) interviews can be complemented with other methods of data collection.
- Kumar (2011) interviews allow gathering of more detailed information as the researcher can explain what is not clear to the interviewees leading to effective answering of all questions. The researcher affords to encourage the respondents.
- Interviews are flexible, they present a high response rate as it allows for observation of verbal and non verbal and they allow observation of personal information, attitude and people's beliefs (Johnson and Turner (2003).

Disadvantages of interviews

- According to Remenyi (2011) interviews are not protective to the respondent's information confidentiality. With interviews pre tests cannot be done to ensure that the questions asked are relevant to the study. He further states that with interviews it is hard to achieve reliability, consistency and objectivity. To solve these problems researcher ensured that the findings will be used for academic purposes and only the post held was requested for not the name of the respondent.
- Kumar (2001) states interviews are time consuming as the researcher will have to work according to the respondents' pace and schedule. There high costs associated with the conduction of interviews if the respondents are geographically scattered. As a solution the researcher made an appointment with the interviewee and made only one interview to cut costs of travelling to different places.

- Kumar (2011) also states that when conducting interviews the researcher may face challenges if some respondents may have a memory or recall bias. To solve this challenge the researcher used examples to elaborate and help the respondent recall the information that was needed.
- To solve the challenges associated with interviews the researcher will only interview one relevant person chosen purposively, consult a lecturer to help confirm if questions asked are relevant and during the interview the researcher can assist the respondent by giving examples so that they recall required information.

3.5.1.2 Questionnaire

Is generally a form prepared and distributed to desired respondents' sample. Mc Lean (2006) defined questionnaires as a set of prudently selected questions given in precisely the same group of participants so as to collect data for the similar subject. According to Mhlanga and Ncube (2003) A questionnaire is a text containing of question matters that beseech data from a topic that is most appropriate for research analysis. Kothari (2000:124) states that a questionnaire consists of various printed questions which create a set of forms and participants are asked to respond to the questions individually. The findings from questionnaires can then be generalised to the larger population being represented by the sample (Gall, Borg and Gall, 2009).The City Council employees were asked to fill in questionnaires as well as the randomly selected residents. 3 councillors from each district were also given questionnaires.

Advantages

- According to Khotari (2003) questionnaires useful to gather information from widely scattered sources. It also allows pre-coded questions that give guidelines.
- According to Kumar (2011) questionnaires are economic in costs as they use less financial resources. Further questionnaires can be accurate because adequate time is given to respondents to fill in.
- John and Turner (2003) questionnaires require minimum effort and time. They also eliminate the element of unfairness as it usually caters for a large group. The uniformity of questions allows comparability of data. Questionnaires also require less time and effort.

Disadvantages

- According to Robson (2004) Questionnaires have the following disadvantages. It is a slow process. To solve this problem, the researcher administered questionnaires in time.
- Munn and Drever (2004) state that the disadvantage of questionnaires is that the researcher cannot tell whether the participants clearly understood the questions that they are answering which may lead to bias. More so pre-coded questions can lead to bias towards the researcher's mind-set .It is also difficult to monitor respondent's motivation in filling in the questionnaires. To solve the researcher used both open and closed ended questions and used simple words.
- According to Kumar (2011) in using questionnaires there is a problem that some respondents may not return the questionnaires leading to a low response rate. Also

questionnaires cannot be used with those who cannot read or write. The researcher waited for the questionnaires while the respondents filled them in.

3.5.1.3 Observations

It is a technique in which the behaviour of research subjectivity watched and recorded without any direct contact. It comprises the logical footage of noticeable phenomena or conduct in a natural setting for the purpose of collecting data directly. Smith and Dell (2009) define observation as when the researcher personally observes what happening, the researcher monitors significant people, situation and actions and the researcher might not ask questions from participants. Observations can be participative where the researcher behaves like part of the group, share the situation then record the information. They can also be non-participative where the researcher observes from a window without being noticed for the purpose of gathering information in a natural setting. The researcher will observe the rate at which ratepayers come to the City Council Halls to acquire services. To ensure uniformity the researcher will observe in at least 2 revenue halls in every district amounting to 10. According to Johnson and Turner (2003), observations have the following advantages;

Advantages

- Allows direct collection of data
- Substitute amount of data can be collected in a relatively short time
- It is systematic and rigorous
- A natural setting allows reliability

Disadvantages

- According to Johnson and Turner (2003) observations are a slow and laborious method of data collection as it takes time for the researcher to observe. Also data collected may be unmanageable and it is difficult to focus on objectives.
- Kumar (2011) states that observations are costly in terms of time and money because the researcher may have to spend more than two hours to ensure that different people's behaviour is observed.
- Kumar (2011) further states that there is possibility of biasness as observations may lead to subjectivity of the day of observation and the time that the researcher chooses to observe for instance the general difference in behaviour and activity during lunch hours or in the morning.

3.5.2 Use of Secondary Data

Bhattacharyya (2003) states that secondary data is the use of sources whose information originates from elsewhere. The research will include information from other already existing records of information like the newspapers, internet, and books from the library, news, journals, speeches and magazines. According to Damsel (2010) the use secondary data avoids the waste of time that would be spent gathering data and mainly in the use of quantitative data.

3.5.2.1 Advantages

- It is affordable as it can be freely accessed from libraries and the internet.

- It is time saving.
- It is useful in expounding the problem.
- It is useful to realise gaps in an area of study and allows for room to access more information.
- Allows for comparisons on the data gathered by the researcher.

Disadvantages

- Information may be too old.
- Data may be prone to biasness.
- It does not assure accuracy

To solve the challenges associated with the use of secondary data the researcher gave her own analysis of the extracted data. Data from secondary sources was complimented with data from primary sources like questionnaires, observations and interviews.

3.5.3 Pre test

According to the Oxford dictionary (2014) a pre-test is carrying out a preliminary test of a questionnaire prior to its use in two groups of trainees. After drafting the questionnaires and interviews the researcher gave a few to the supervisor and some students so as to check whether they were answerable. It was done so as to verify if the questions are answerable. It also helped the researcher to note and eliminate errors and omissions of wording, poor language and jargon.

Reasons for Carrying Out the Pre-test;

- To assess if the questions asked are clear and precise
- To check whether a correct sequence was used in presenting questions.
- To check if questions asked will effectively give answers for the research.

3.6 DATA PRESENTATION

After collecting data the researcher presented the data to consolidate it to give a single meaning. Various data presentation techniques were used are graphs, pie charts, tables. This was so to present data in a manner that results can be easily interpreted and understood.

3.7 ETHICAL CONSIDERATIONS

The researcher observed research ethics during the data collection period. Confidentiality and privacy was an important factor which was observed, respondents for both interviews and questionnaires were given assurance that the information they give will be solely used for academic purposes. Questionnaires will had a note showing that the information will be confidential and it was mentioned before each and every interview. To ensure not to invade personal privacy, respondents were not asked to provide their names. The researcher also adhered to research ethics by reference information that has been borrowed from other scholars to avoid plagiarism. Only those who were willing to participate filled in the questionnaires.

3.8 VALIDITY AND RELIABILITY

According to Harrison (2011) pilot study refers to smaller form of an experiment, undertaken so as to develop the value of the research as well as for appraisal. The researcher carried out a pilot study also known as a pre-test which the supervisor evaluated to ensure that instruments that are

used were free from bias factors like irrelevance, jargon, wrong words and misinterpretation. According to Bryman (2012:715) reliability is the level to which a degree of a concept is constant; it is the degree to which a valuation instrument yields reliable and regular results. Validity is when an assessment manages to accomplish measuring what it is intended to measure. The researcher will use various methods in both sampling and the data collection tools so that information is impersonal and valid.

3.9 SUMMARY

This chapter is focused on the research methodology. The researcher will identify and choose a population that the study will focus on, from the population a sample will be chosen from which information will be obtained. Sampling techniques such as purposive, stratified random and stratified will be used. Data collection tools to be used and their merits and demerits will also be used. The chapter also clarifies the data collection procedure, ethical considerations, validity and reliability of information. Data presentation techniques to be used are also clarified. The next chapter focuses on data presentation.

CHAPTER IV

DATA PRESENTATION AND ANALYSIS

4.0 INTRODUCTION

The main focus of this chapter is on data presentation, data interpretation and the analysis of the findings. Data from the tools which were used is compiled and presented through pie charts, graphs and tables. Tools from which data will be taken from include the questionnaires observations and interviews. Data will be also interpreted in words so as to explain what is represented in the pie charts, graphs and the tables. The researcher will also analyse the data that has been presented.

4.1 RESPONSE RATE

This is the total number of people who participated in the study; it states the actual sample size and the number of people who otherwise participated. The number of people who participated but their information was not received by the researcher is also stated. The response rate is important so as to show whether the data obtained can be used to give a fair analysis. According to Saunders (2003:23) if the response rate is 60% it can be considered as an accepted response rate that can represent the same population. A high response rate will show that the tools used were relevant and that data obtained is relevant.

4.3 RESPONSE RATE FROM QUESTIONNAIRES

There were three types of questionnaires that were designed. Questionnaires contained both closed and open ended questions. Groups that were given questionnaires include the councillors,

the residents and the B.C.C employees. The sample of employees was 20, the residents 25 and the councillors 15. The table below shows the response rate from the administered questionnaires in the three sample groups.

Table 4. 1 Response rate from questionnaires

Strata	Questionnaires administered	Questionnaires retained	Questionnaires not retained	Response rate %
Councillors	15	12	3	80
Employees	20	16	4	80
Residents	25	24	1	96
Total	60	52	8	87

Source: *Research Data (2014)*

Analysis

The table above shows the rate at which administered questionnaires were responded to .The councillors who were given questionnaires were 15 but as results show that 3 were not retained, resulting to an 80% response rate which can be generally considered as good. Other councillors might have failed to bring in the questionnaires since they are ex-official members and are not full time office workers which led to the failure of the 20% to return the questionnaires. Employees response rate was also 80% which is generally good as it a rate that can be used to generalise information to be representing the whole sample. The 20% difference may have

resulted due to the fact that some middle management staff will be busy and at times having out of office meetings. Residents targeted were 24 and the response rate was 96% with only 1 unreturned questionnaire which was the best and very good response rate. The high response rate was due to that the researcher was administering questionnaires in five districts and led to the need to be waiting for the residents as they filled in the questionnaires’.

The overall response rate from questionnaires was 87% which scholars consider as generally good. The findings thereof are considered as valid as the information obtained shows way above average of the sample. According to Saunders (2003:23) 60% is general representation of the population, thus 87% can be rated as a good response.

4.4 RESPONSE RATE FROM INTERVIEWS

Table 4. 2 Response rate from the interview

Strata	Interview aimed at	Interview carried out	Interview not carried out	Response rate
ICT section representative	1	1	0	100%

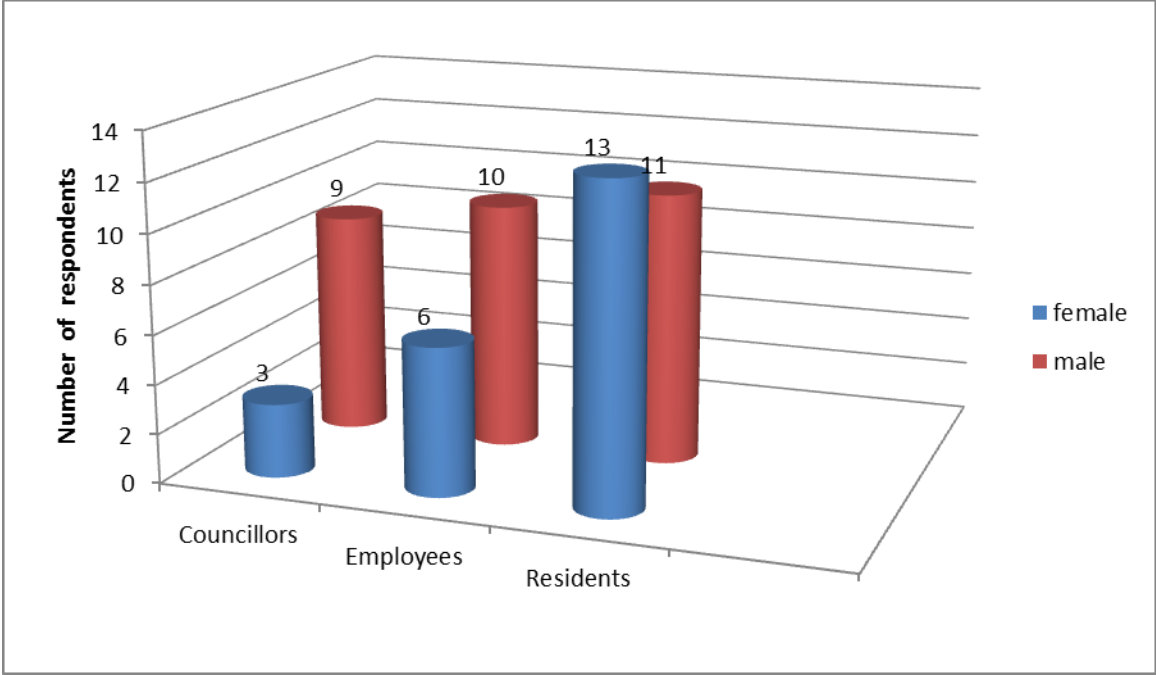
Source: *Research Data (2014)*

Analysis

The researcher had aimed at carrying out an interview with a representative from the BCC ICT section representative. The interview was successfully carried out with the Systems Analyst which produced all the needed information. The response rate was 100% which is excellent.

4.5 DEMOGRAPHIC REPRESENTATION OF DATA

FIGURE 1 Gender of respondents



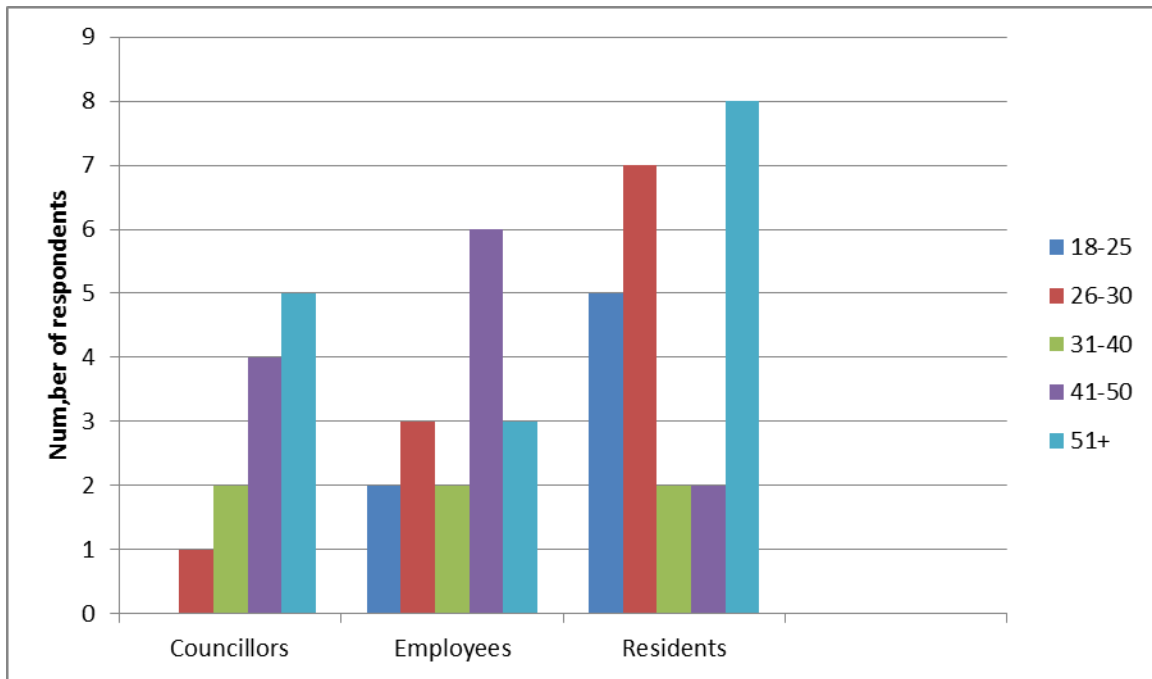
Source: *Research Data (2014)*

Analysis

The column above represents the gender demographics of the population from the questionnaires administered. Among the councillors who returned questionnaires were 3 female councillors and 9 male councillors. The demographic information from councillors shows that most councillors in BCC are mostly man reflecting the low level of women participation in politics and leadership. The huge difference in the demographics highlights that most top official positions in

local authorities are being held by male employees as female employees are few. Among the employees who returned questionnaires were 10 males and 6 females. The residents who responded consisted of 13 females and 11 males, as questionnaires were administered during working days results show that most man are usually at work while females are usually at home doing duties like going to pay bills and going to the shopping malls.

4.5.2 FIGURE 2 Age of Respondents



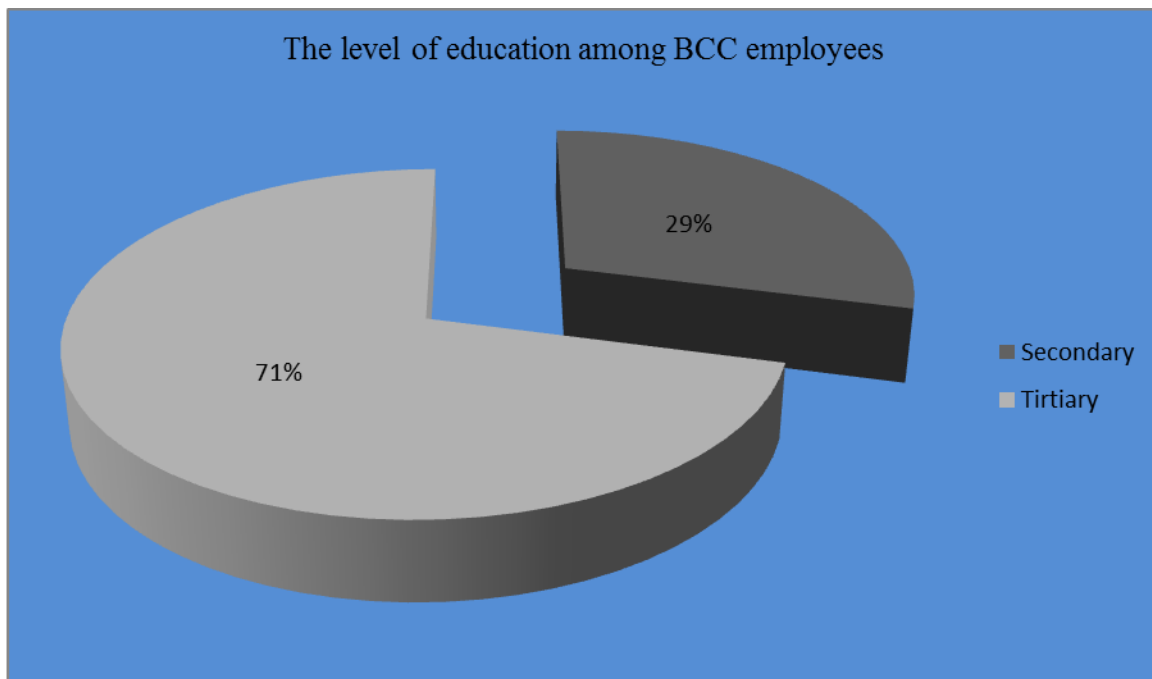
Source: *Field Research (2014)*

Analysis

The table above shows the age of the respondents. Among the councillors there was no one aged between 18-25 and only 1 aged between 26-30 years, 2 aged between 31-40, 4 aged between 41-50 and 5 aged above 51. There were no probably councillors aged 18-25 because of the kind of profession that requires a specific number of years, mostly councillors are above the age of 51 as

the profession is like a part time job. Among the employees the highest age is 41-50 and there were also 3 employees aged above 51, this age group can have a negative bearing on the implementation of e-government as the elderly people are not so acquainted to Information Communication Technology although it may also mean that they are now having better experience. Among the residents there is high age rate among the range 18-25 and 26-30 years which is a young population and it can be taken as an opportunity to introduce more e-services as the young age groups are well receptive to advanced technology. Results indicated that there are more residents who are over the age of 51.

4.5.3 FIGURE 3 Level of education for BCC employees

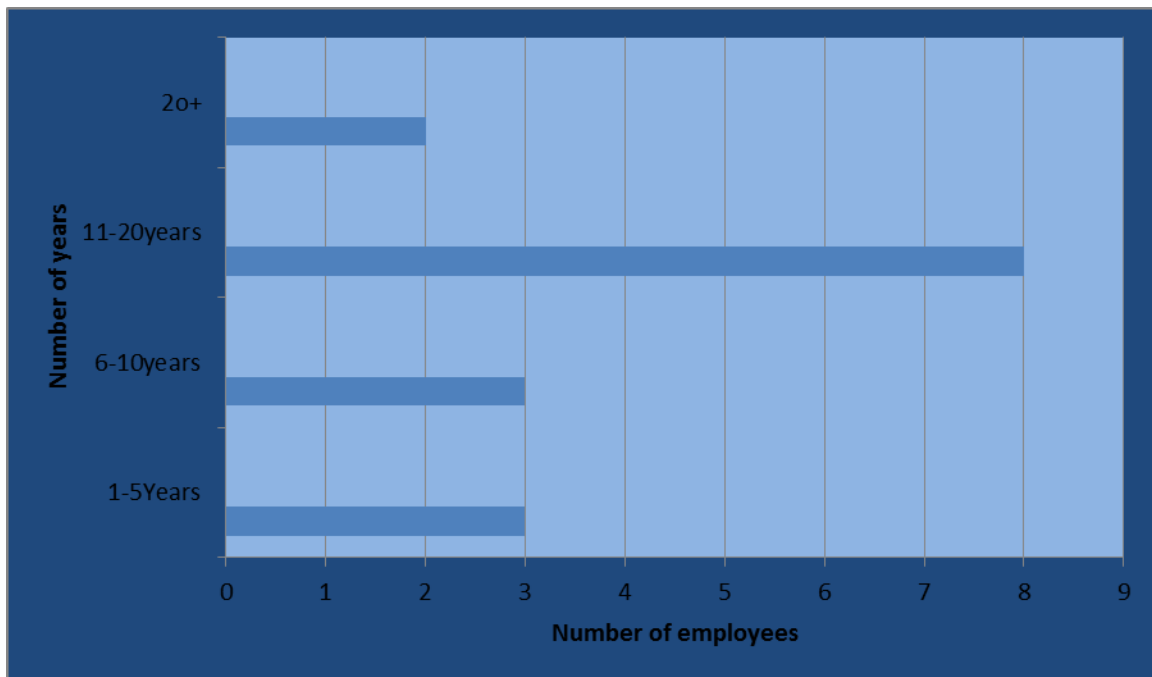


Source: *Field research (2014)*

Analysis

The pie chart above represents the level of education of the BCC employees who returned questionnaires. Almost 71% of the employees at BCC obtained tertiary level of education. The high rate of employees therefore can be assumed as being able to use Information Communications Technology which has a positive direct bearing on e-government. In an attempt to improve their knowledge through ICT training and development they can better understand the concepts. Although it cannot be generalised that way as some are of age above 51 and may have learnt way back before information technology was a compulsory module at tertiary level. 29% of the employees only attained education up to secondary level which means that the probability that there were employed without ICT skills is very high as it started to be in the education curricular recently. It leads to the cost of training such employees to be ICT literate, without training it may constrain the integration of e-government to the council.

4.5.4 FIGURE 4 Work experiences of BCC employees

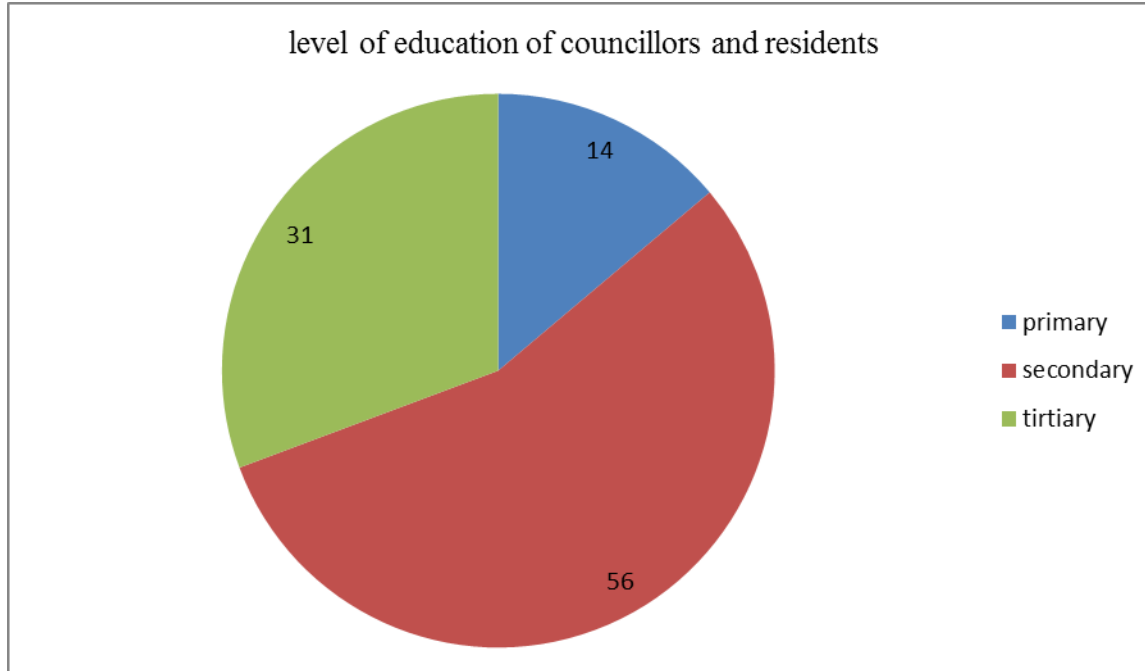


Source: *Field Research (2014)*

Analysis

The table above shows the work experience of the BCC employees. From the illustration 19% have the least experience of between 1-5 years. It is clear that only a few employees are new to the organisation, as e-government has been in BCC for a while the new employees must have been enrolled considering their ability to use Information Communication Technology. Those with a 6-10 years experience are also 19% of the total employees and employees with 11-20 years of experience constitute the largest percentage of 50% and if the local authority provides ICT trainings these staffs has probably attended more than one and they will be ICT literate. Results also show that 12% have more than 20 years of work experience; this may have a positive bearing as the staff will have gone through various trainings since the e-government introduction to the organisation. Further the high level of experience can have a positive bearing as it retains the ICT skilled workforce as Ndou (2005) supports this by stating that staff turnover leads to loss of skills to effective implementation of e-government thus retained staff is an strength on the local authority that can be utilised to improve e-government. It can also be noted that the high level of experience which is 11-20 and 20+ consisting 62 % of the respondents can pose a negative bearing on e-government as this group may resist the new technical ways of doing; things in fear of the unknown or fear to loose their jobs and without effective change management this group may resist e-government re-engineering.

4.5.5 FIGURE 5 Level of education for Residents and Councillors



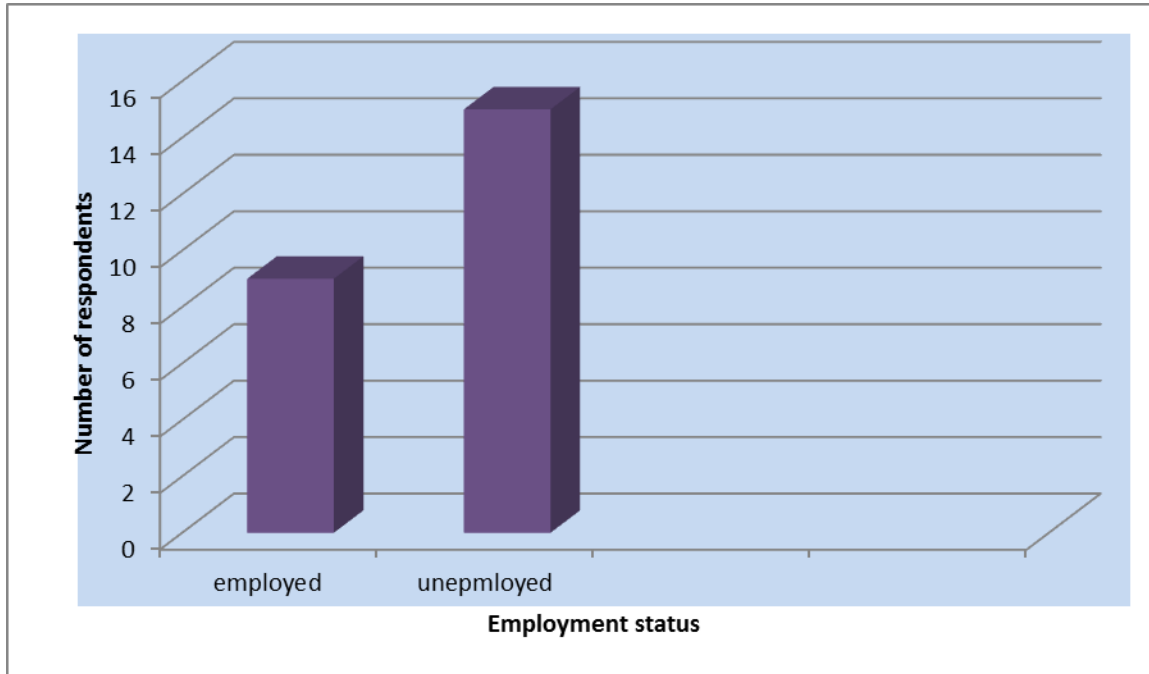
Source: *Field research (2014)*

Analysis

The chart above represents the level of education of the residents and councillors. Those who attained primary education only consist of 14% of the stratus which has a negative bearing on online service provision as these may not be able to use internet enabled gadgets and or electronic gadgets like cell phones. The low level of skills lead to respondents still preferring manual service provision and further increased costs as services will be provided in a dual aspect. Respondents with secondary level education consists of the largest group which is 51%, this has a negative bearing on e-government as mostly these may not have learnt more about ICT. This is further supported by Bwalya (2009) who postulates that in Zambia major e-government challenges lie behind the poor Information Communication Technology skills.

4.5.6 Employment status of the Bulawayo residents' sample

FIGURE 6 Employment statuses of Bulawayo Residents



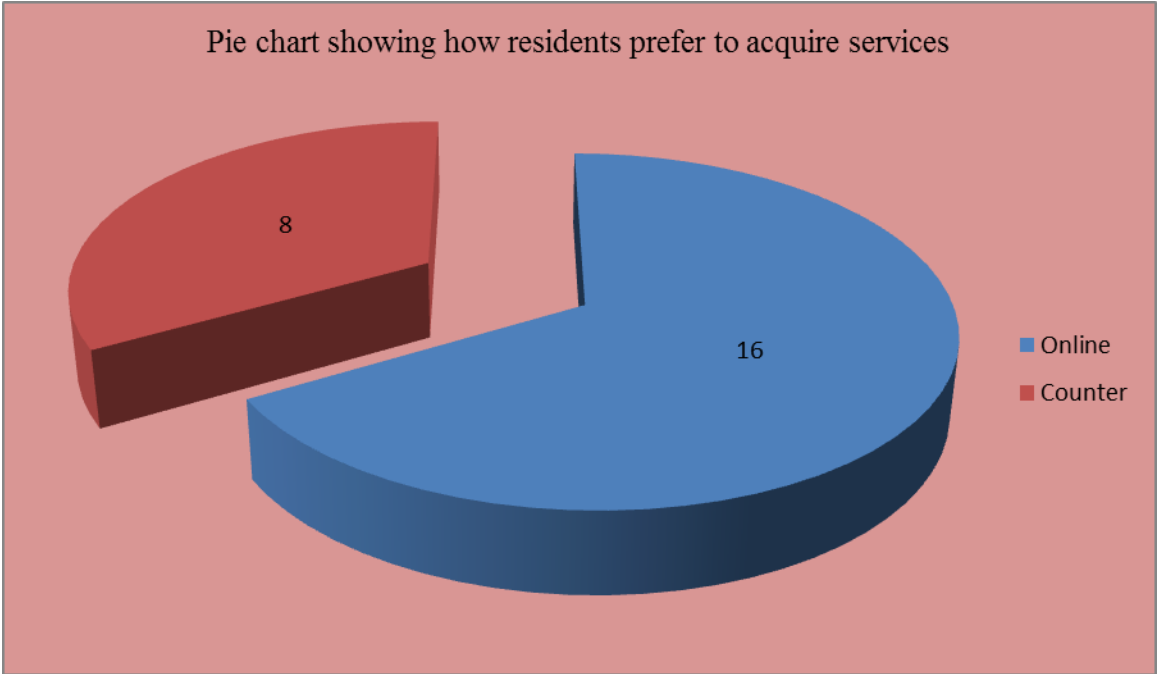
Source: *Field research (2014)*

Analysis

According to the above data above only 37% of the sample population is employed whilst 63% is not employed. The high level of unemployment could be caused by the downsizing that took place in Bulawayo during the 2008 economic recession. As industries scaled down production many people became jobless which increased the unemployment rate. Residents are the recipients of public services and they should be provided in a way that they can access them. As e-services are delivered through electronic gadgets like mobile phones, computers and internet enabled devices, if the populace is poor and cannot afford such gadgets it becomes a hindrance to the local authority. This is supported by ITU (2002) which states that in African countries e-government

faces challenges due to the un affordability of the computer and tele infrastructure. Without electronic gadgets residents may not even come to know about the electronic services that the local authority is providing. The economically disadvantaged groups of people will actually see e-services as adding than decreasing costs as it needs them to buy gadgets so as to acquire services and will prefer the manual traditional way of acquiring public services. Garfinkel (2001) also supports this as he states that in most African countries the digital signature has not yet been accepted. The pie chart below will show the responses of residents when they were asked the question of how they prefer to acquire services.

4..5.6.1 FIGURE 7 Preference of acquiring services

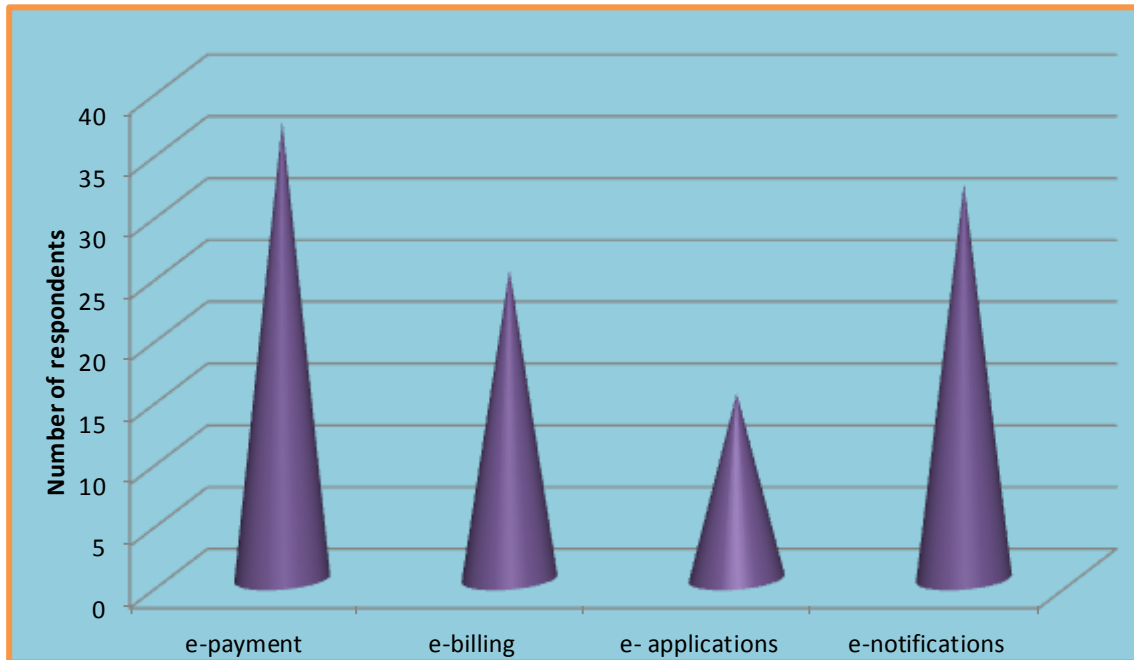


Source: *Field Research (2014)*

SECTION B

4.6.0 THE EXTENT OF E-GOVERNMENT IN B.C.C

4.6.1 FIGURE 8 Questionnaire results showing the e-services that B.C.C is providing



Source: *Field research (2014)*

Since the inception of e-government various governments have made efforts to shift service provision to electronic service provision. Various services have been provided online by many countries especially the developed countries, as Jeong (2007) defines e-services as services available online. BCC as a local authority has made efforts to shift from manual to online service provision. The above chart illustrates the e-services that BCC provides to its residents. **E-payment** appears to be the major service that is being provided by the local authority. Payments are made electronically via stations like mobile phones and personal computers through SMS payments via Eco cash for instance. BCC partnered with Econet Wireless to offer Eco cash

payments to its residents. Various payments are made via Eco cash like **bill payments**, . Paying bills via mobile phones offers the residents with a choice of paying bills wherever they are and at what ever time. This reduces the barriers of time and location in the payment of bills by residents as .It further saves the time that residents have to take going to the revenue halls to pay bills. In an interview, The Systems Analyst from the ICT Section highlighted that in the previous years BCC offered payments via the banks but due to the decreased demand for such service it had to be stopped.

Respondents also highlighted the e-notification service that BCC is providing electronically. In the modern New Public Management (NPM) system used by local authorities, residents are viewed as stakeholders in service provision and there is the increased therefore to keep the residents informed about what is happening in the local authorities. E-notifications are provided by BCC via stations like mobile phone notifications, call centre and the BCC website. In its data bases the local authority keeps mobile phone numbers of the property owners and can therefore forward messages to residents via this medium. There is also a call centre which is a free toll where residents can call and ask for information they need form the local authority. The call centre also has walk-inns from 8am to 5pm where there is a platform for residents to walk in and seek information from the call centre without necessarily having to call. In the website residents can type the questions they have and they can be responded to. Notifications can be given through mobile phones on such cases as disaster awareness, health tips, water shedding schedules and new information.

BCC also provides **e-billing** which is when residents can get to know their bills like rates on their mobile phones. Currently the most used is the SMS billing where bills are sent to property owners to show them how much they are owing the City Council and when their bills are due.

According to the results from an interview conducted with The Systems Analyst' due to the fact that most ratepayers are most interested in the use of mobile phone station, electronic billing is being provided via SMSs.

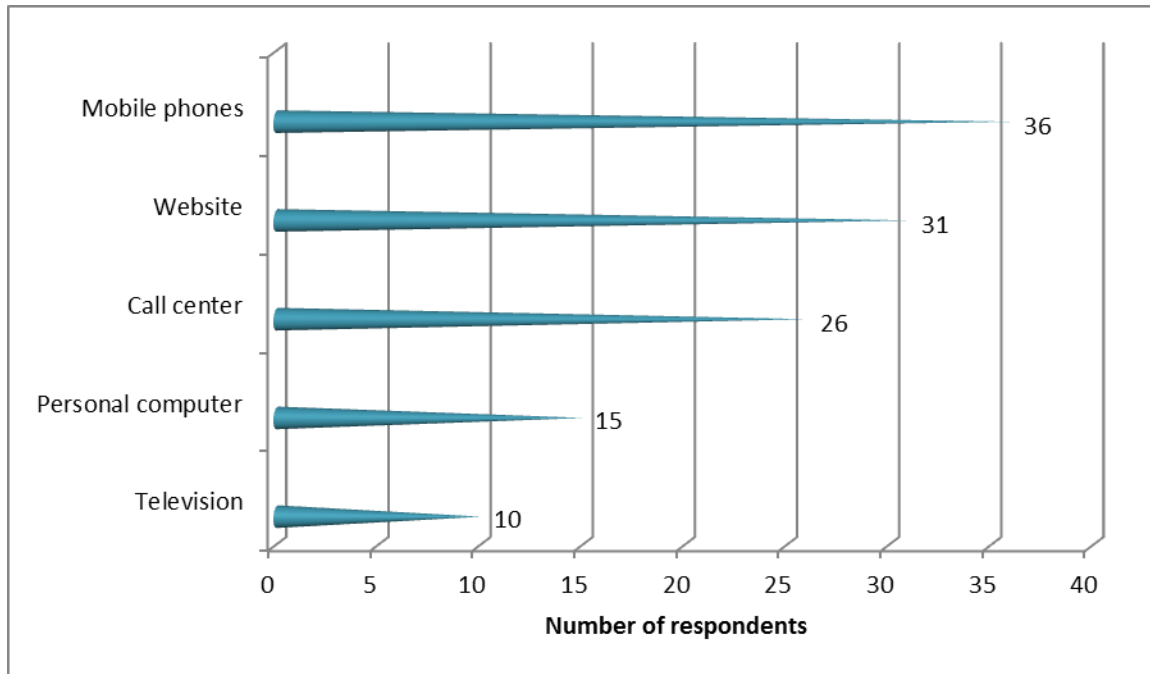
BCC also provides **e-application** services online where residents can apply for certain items via the local authorities' website.

4.6.2 Interview results on the e-services that BCC is providing

In an interview with the BCC Systems Analyst he highlighted the services that BCC provides online. The reasons for presenting the data separately is because some of the e-services were not identified by the residents. As the local authority e-government control function is centralised at the ICT section the researcher saw it fit to present the findings separately. BC provides e-services like e-payments via Eco cash mostly as the bank payments were abolished due to the decreased demand for it. Online Inquiries where residents can acquire information concerning housing accounts, rates and or information, this is how ever still under development as it needs to be upgraded. Online inquiries have also been extended to the twitter page and face book page of the local authority where residents and stakeholder can acquire and share information page. E-billing is also provided through SMS billing via mobile phones as most residents prefer to use mobile phones. The other service that residents are not aware of is the electronic parking that the local authority is providing.

4.6.3 Questionnaire results showing the –service stations that B.C.C is using

FIGURE 9 E-service stations used by BCC



Source: *Field Research (2014)*

Analysis

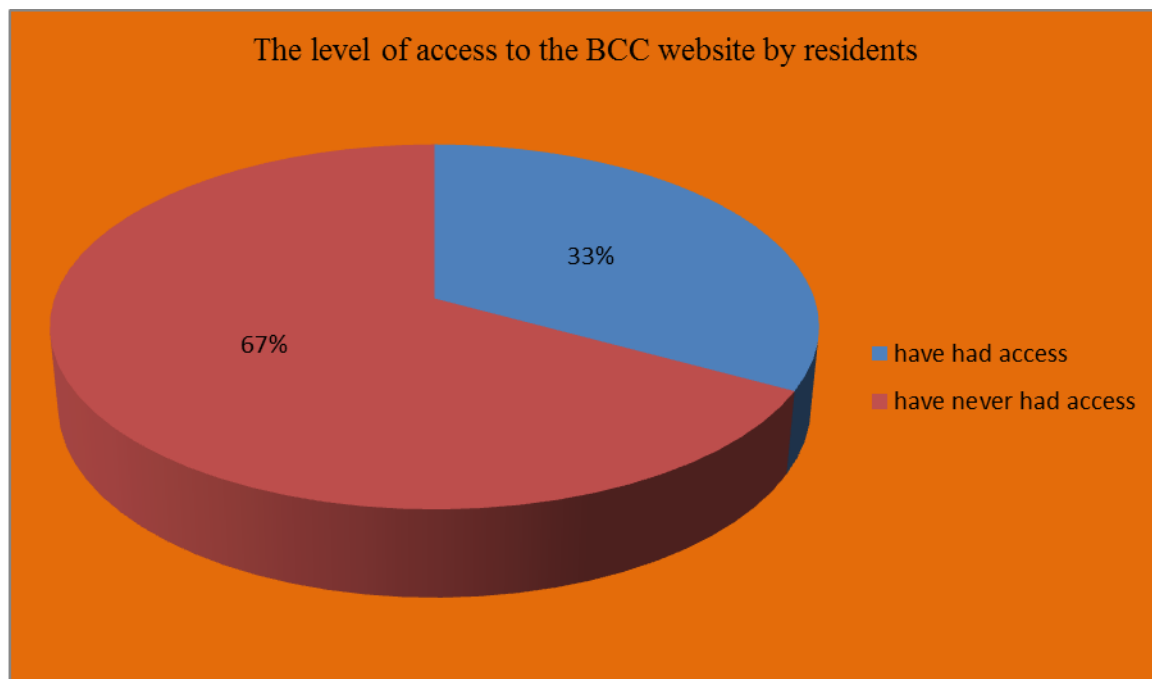
Basing from the questionnaires administered, 36 respondents agreed that the most used e-services stations is the mobile phone. This is due to that most residents can afford to own at least one mobile phone per a household. Residents also choose this medium as it is the one they probably have access to. Also mobile phones appear to be the most affordable station for the respondents and according to UN E-GOVERNMENT Survey (2012) mobile phones are the most widely used electronic devices in the world. The other factor affecting the high rate of mobile phone usage could be the level of literacy of the residents which is not so high as majority of the

residents attained up to secondary level of education and with lack of ICT skills it will be easier to use mobile phones which are part of day to day communications as compared to websites.

31 respondents mentioned website as a service station used by BCC of which this is a fair response as the local authority has a website since the year 2007. Vosloo (2006) supports the use of websites as he states that websites are the mostly widely used medium of communication which enables sharing of information through internet browsers. 26 respondents highlighted on the call centre e-service station. The E-government Strategy (2013) states that call centres are a platform for citizens to call and request for services. Most residents know the call centre as the researcher noted that in most of the local authority's revenue halls the call centre is advertised and its benefits stated for residents to know. Also the call centre is a toll free service that residents can use regardless of whether they can recharge or not.

Personal computers were mentioned by only 15 respondents who probably have had access of services via the use of personal computers. This is largely affected by the individual residents' financial status as this station is a bit expensive. There are a few residents that can afford to own personal computers hence the low response on this service station. Also due to the fact that for one to access websites via there is need to have internet connection which is also expensive. 10 residents identified the digital television as an e-service station, services such as information can be provided via digital televisions. Digital televisions are usually used by the elderly who watch the local television channels as the United Kingdom (2012) Survey states that about 63% of the elderly population would prefer to acquire services from the television.

4.6.4 FIGURE 10 Questionnaire results showing whether residents have had access to the BCC website



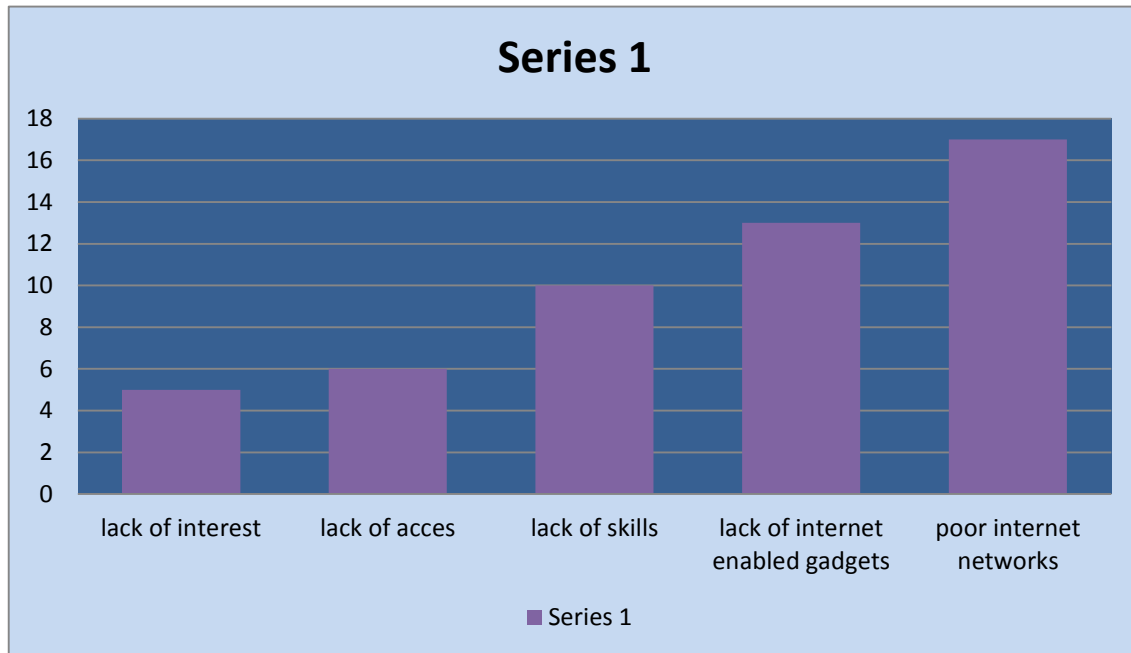
Source: *Field research (2014)*

Analysis

From the above pie chart illustration the residents who had access to the BCC website amount to 33% while those who have never had access are 67%. BCC has had a website since 2007 and it is now the 7th year since it has been operational. According to the statistics the largest part of the population in Bulawayo have had no access to the website. Most of the services on Information deliberations are put on the website and the low level of access greatly affects the effectiveness of delivering services via the website. The low level of access could also be due the high levels of unemployment which leads to people failing to own internet enabled gadgets. Also the lack of

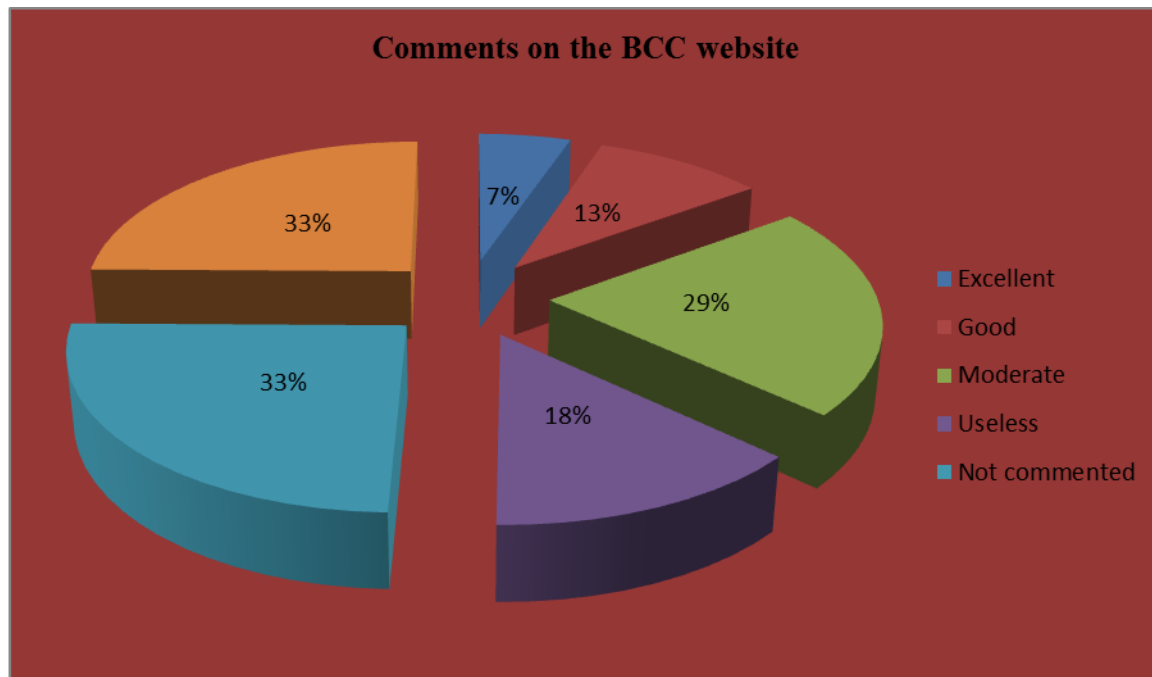
good internet network providers in the city contributes largely to the low levels of access to the website. The table below shows various reasons that respondents gave for not having access to the city council's website

FIGURE 11 Reasons for inability to access the BCC website



Source: *Field research (2014)*

4.7.5 FIGURE 12 The respondent's ratings on the effectiveness of the BCC website as a e-service station



Source: *Field research (2014)*

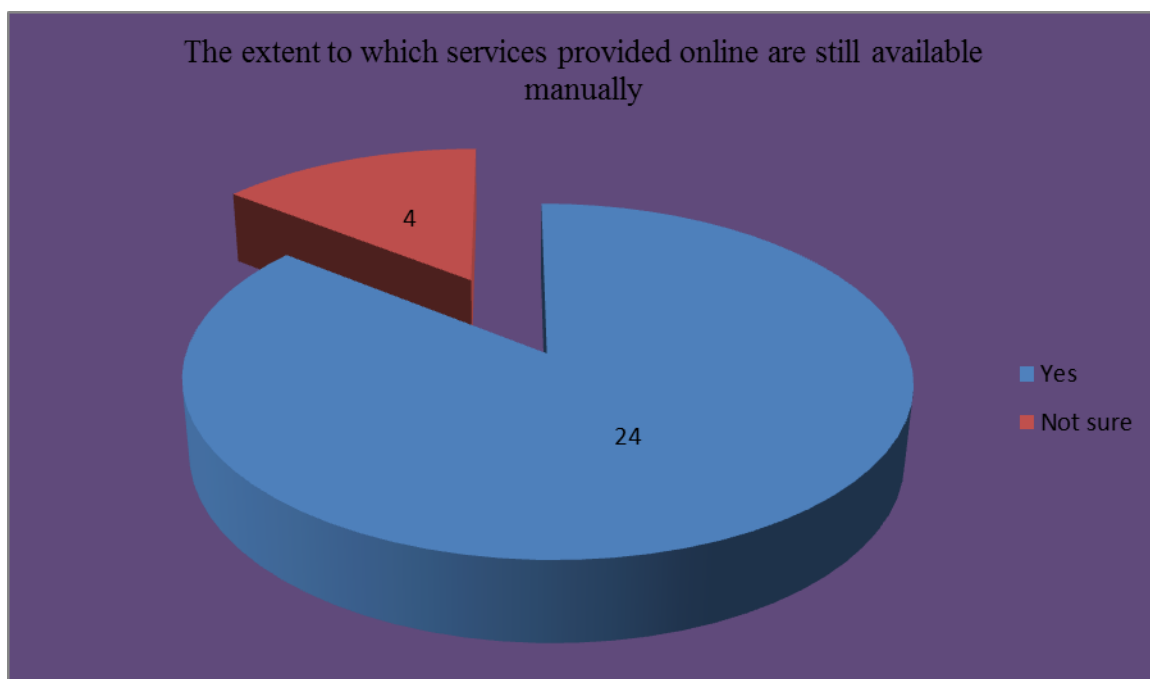
Analysis

The majority of the respondents consisting of 33% did not comment on the effectiveness of the website due to the fact that the rate of respondents who have had no access to the website is high. It will be therefore difficult to rate something that you have not used before. 7% of the respondents who had access to the website rated it as excellent as a station of providing e-services. The 7% could have had access and managed to acquire the services that they needed at a recommendable service provisions quality. 13% rated it a good as they might have had access and acquired services but due to the fact that services provided are limited as compared to other countries with e government in Africa like South Africa they could not credit it excellent. 29% or the respondents rated the BCC website as moderate probably due to factors like limited

variety of e- services and the lack of good internet networks to enable the access to the website.18% of the respondents viewed the website as a useless station and this is probably due to the fact that they are not informed on the services on the website and that they have never had access to the website before.

4.6.6 Results showing whether services are being provide both online and manually

FIGURE 13 Service provision status



Source: *Field research (2014)*

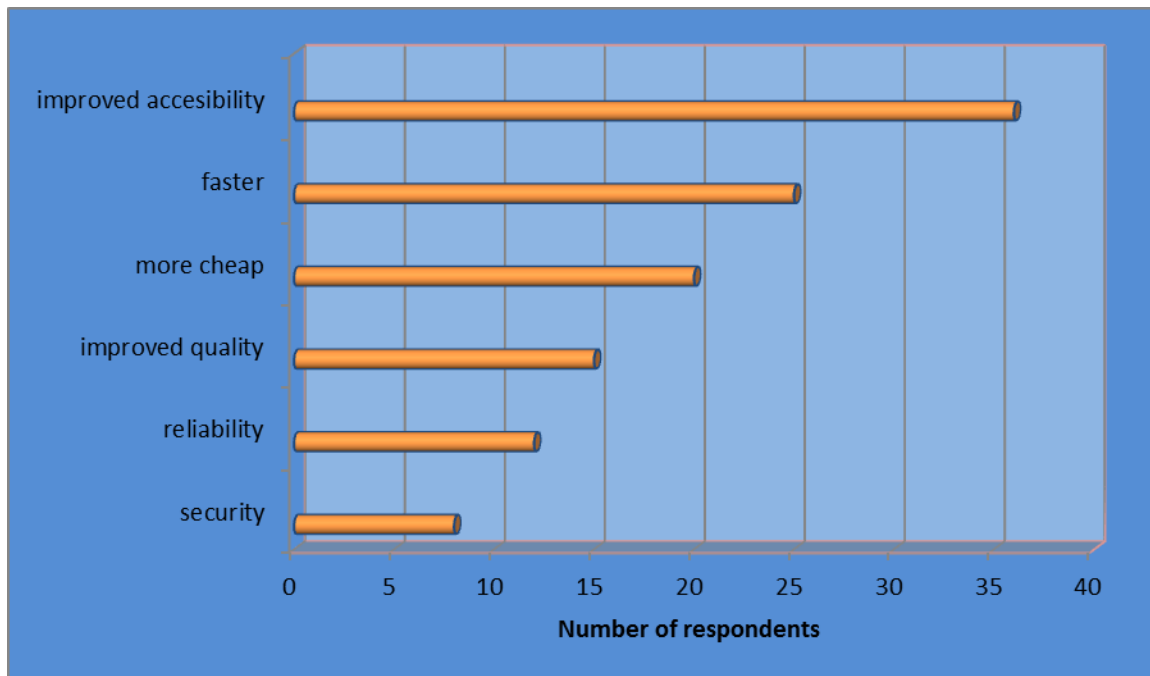
Analysis

From the data presented in the pie chart above 14% of the respondents were not sure whether e-services are still being provided manually while 86% stated that services that are being provided electronically are still being provided online. The 14% probably resembles those who have not acquired services online and so could not comment. The 86% that agreed on the dual aspect of service provision by BCC is overwhelming to ignore. This clearly highlights that services are currently being provided on a dual aspect. This leads to residents continued demand for manual service provision as they know they still have that option as this may also bring service users to an analysis that manual service provision is good as it is not being totally abolished. On the same note due to the large economic variation between the rich and the poor in the country local authorities cannot totally abolish manual service provision as the isolated poor may fail to access services via these e-service channels.

The dual aspect leads to the increased costs in service provision

4.7 POSITIVE IMPLICATIONS ADDED BY E-GOVERNMENT TO SERVICE PROVISION

FIGURE 14 Value added by e-government to service provision



Source: *Field research (2014)*

Analysis

Electronic government was introduced when global leaders realised the value that it will bring to the provision of public services making them more effective and efficient. The highest number of respondents highlighted that e-government makes service more accessible. Accessing services like information from the call centre or from the website and paying bills using a mobile phone from where ever you are makes services more easily accessible. Rinne et al (2001) Customer Satisfaction Studies revealed that e-government makes services more accessible and convenient. Residents do not need to visit the city council’s revenue halls to be able to access services. E-services eliminate the barrier of time and location in the access to public services thus respondents revealed that accessibility is the highest benefit that they get from e-government. E-

government also leads to fast service provision, as there will be no more need to visit revenue halls to acquire services it means taking a call to attain a service will definitely consume lesser time leading to efficient service provision as services that are efficient can be measured through the ability to deliver the required services at the right time. Tappcot (1996) and Maholtra (2001) agree that e-government enable faster delivering of services to citizens.

19 respondents identified that e-government makes service provision more cheap. Unlike the traditional ways where residents had to travel to the local authority buildings so as to acquire services, in e-government services can be acquired even in one's home comfort, this is supported by Baggiozzi (2002) as he states that the E- Procurement Service of Korea has been documented as the most cost cutting and efficient procurement system in the world. In that light the cost of travelling to the local authority buildings is eliminated. For instance in Bulawayo it would cost a resident 10 rands (RSA) to get to the local authority main revenue hall where as in e-government one can just call the and request information from the call centre without having to part with transport costs. E-government therefore eliminates the cost in monetary terms and also the cost of time to acquire services.

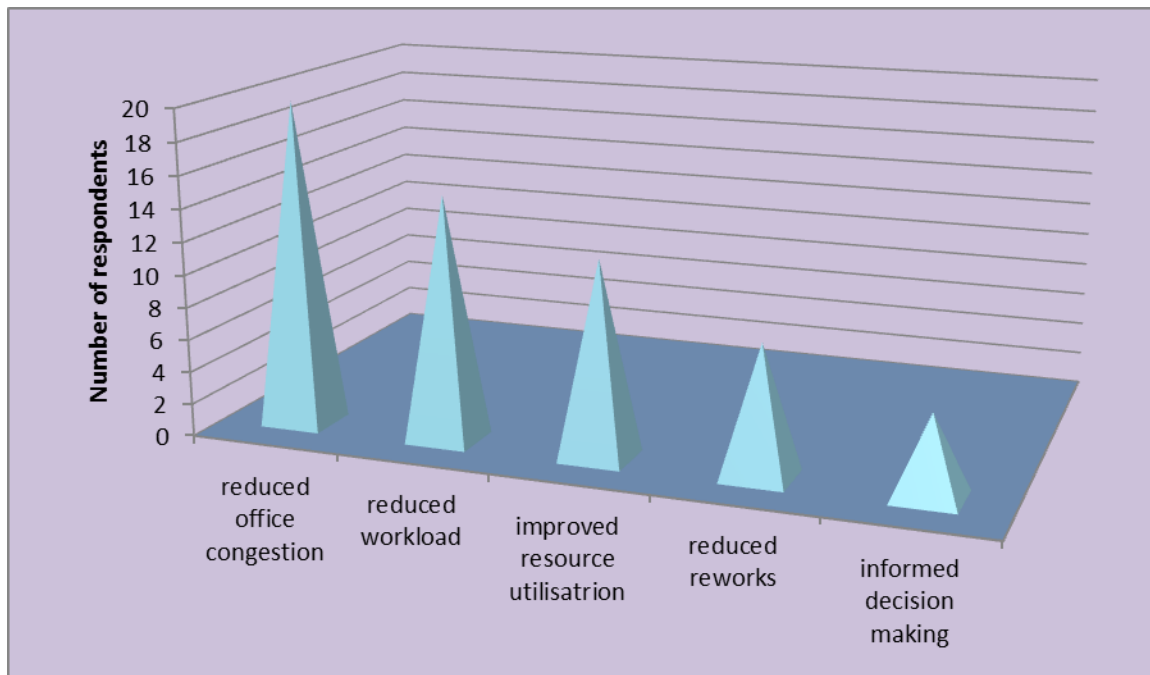
Research findings also highlighted that e-government leads to improved quality of services .e-services are provided through stations like computers which are able to eliminate errors I the provision of services. This aspect is supported by Hafkins (2002) who postulates that e-government through sharing leads to efficient services. For instance e-billing will involve the city council having systems that calculate the bills that residents have debts and send them to their mobile phones. Machines that calculate bills are less likely to miscalculate as it provides for a function of re calculating when the reading shows big disparities from the previous reading, if it does it will allow for re calculations. Services provided in the website are most likely to be

accurate like information unlike requesting from an office and if residents approach the wrong office they might get the wrong information especially in cases where the receptionist is asked he or she might end up mixing up information.

Only a few respondents identified the benefit of reliability in online service provision. Residents as recipients cannot tell whether the information that they receive from the call centre is accurate, making it difficult to measure such aspects. This is also due to the fact that even technical machinery like computers is subject to abuses like hacking. If this happens residents will be given the wrong information. There was the lowest response in security as a benefit from e-government,

4.8 THE BENEFITS THAT BCC GETS FROM PROVIDING SERVICES ONLINE

Figure 15 Benefits of e-government to bcc



Source: *Field Research (2014)*

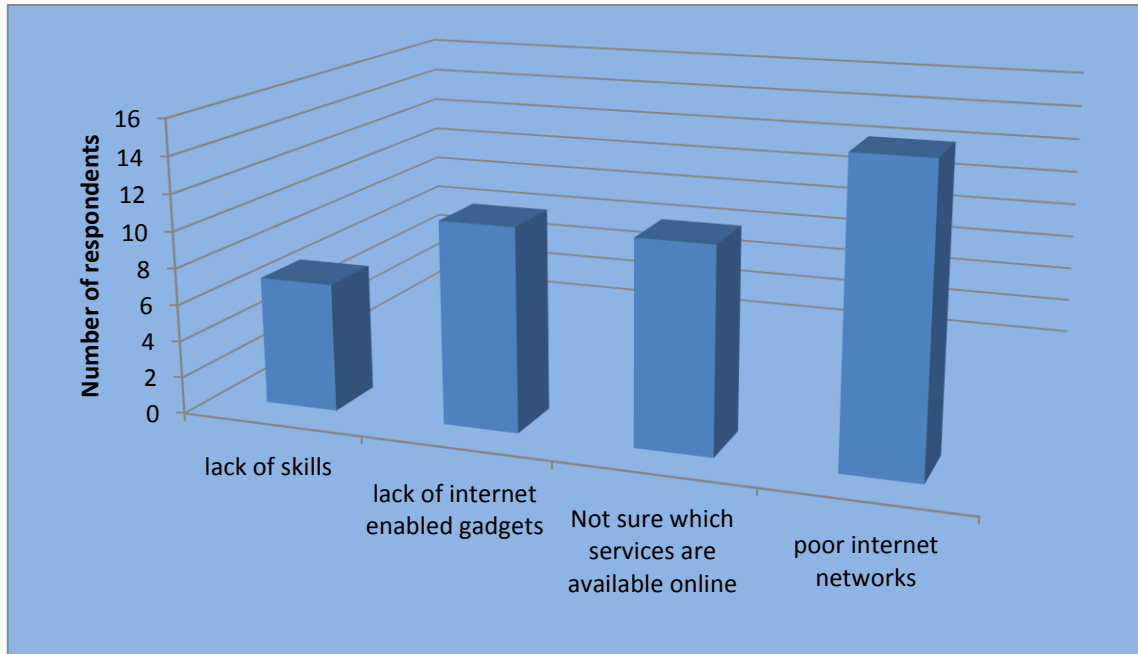
Analysis

According to the response from 64% of the BCC employees the use of e-government leads to reduces office congestion, if services are available online only a few people like those who cannot access service stations being used will access service over the counter. This was evident in an observation that in counters were there was a notification that the particular services were available online there were a few people in the queues. 39% employees highlighted that workload is reduced through the use of e-government. Many tasks will be done by machineries leading to a few tasks like collect water metre readings will be spares of the labour to go door to door even in adverse weather conditions as there will be electronic metre readers. According to responses form employees, resource utilisation is improved by e-government as machineries do not errors like humans or they will be otherwise few, in payments systems can never offer or under charge. Hafkins (2002) supports this as he postulates that e-government leads to sharing which brings a variety of ideas thereby avoiding mistakes that would lead to the cost of reworks. Few employees postulated that e-government will lead to informed decision-making showing that this aspect is hidden and many employees are not aware of how residents in Bulawayo can be part of decision making through e-government. However Rinne et al (2001) postulates that e-government leads to one-stop service centre where information is shared thereby aiding decision making.

Interview results on the benefits of e-government to BCC service provision

4.9 CHALLENGES THAT BCC FACES IN PROVIDING SERVICES ONLINE

FIGURE 16 The reasons why residents fail to access online services



Source: *Field Research*

Analysis

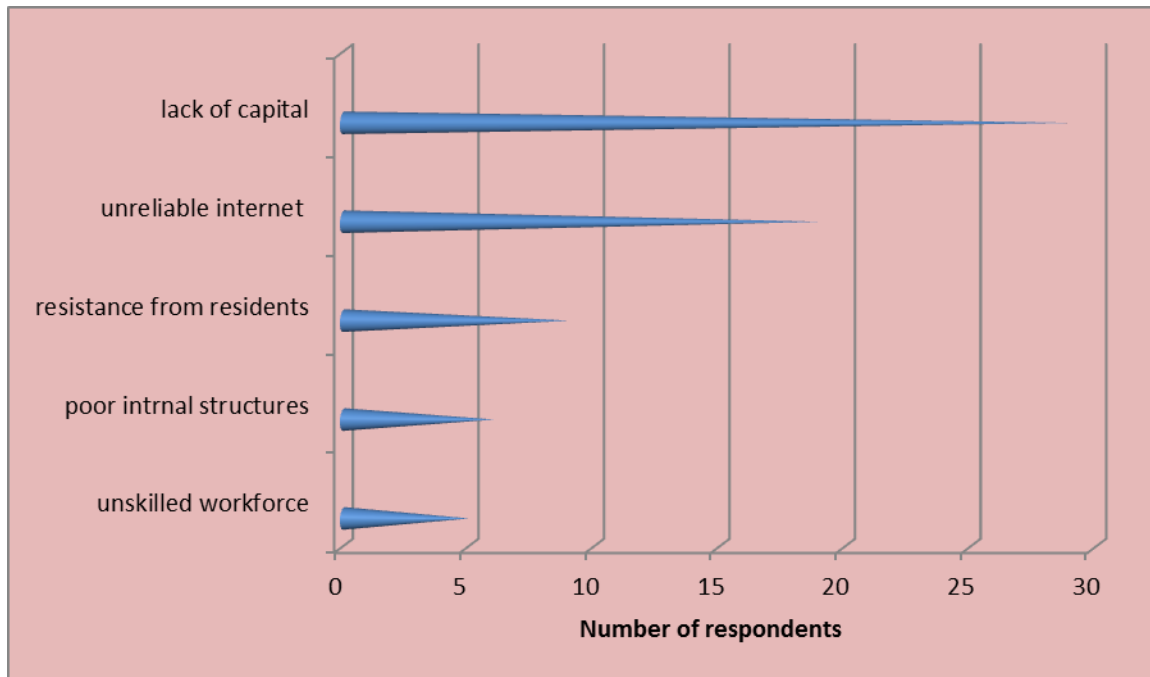
The challenges in e-government must not be concentrated on the government only but also to the residents who are the recipients of these services. 29% of the respondents highlighted that they fail to access online services due to lack of skills to use ICT, this is further supported by Ong'ndo (2007) who postulates that e-government integration suffers from low Information Communication technology skills. The illiteracy could be resulting from the aged part of the society who is not well acquainted to electronic gadgets. Residents mostly attained secondary education, of which at this level many would not have learnt much about Information

Technology. 45% of the respondents postulated that they cannot access e-services due to the lack of internet enabled gadgets, Idowu (2003) supports this as he states that because of high costs of e-services may not be accessed. Due to the high levels of unemployment rate in the city some residents fail to acquire gadgets like cell phones and personal computers that are data enabled as a result they cannot access services from the council's website. This however does not affect access to other service channels like the call centre and SMS services.

20% of the respondents highlighted that another challenge facing the residents is the lack of information on which services are being provided online, Kreps and Richardson (2007) also support this as they state that e-government suffers from the problem of poor stakeholder integration. If residents are not sure that certain information can be acquired through call centre or website they will instead visit revenue halls to acquire services. The e-services available are not communicated and residents are not aware of them. The highest number of respondents highlighted that the reason they cannot access online services is that the mobile networks in the city are generally poor. Kreps and Richardson (2007) failures of e-government include poorly functioning soft wares and networks e and unhealthy and unreliable soft wares. The poor networks affects the ability to access the city council's website, respondents wrote '*with the poor network in Bulawayo, someone can go from here to South Africa while you are still trying to open the website*'. This shows the extent to which networks are poor and it becomes a barrier to the attainment of services online. Poor networks further leads to the failure to access the call centre, mobile networks are poor and it gets worse with the toll free numbers. The BCC call centre is a toll free which is an advantage as no costs are incurred but the poor networks has led to the failure to gain access to it by the city's residents.

The challenges that BCC faces in providing services online

FIGURE 17 challenges faced by bcc in e-government



Source: *Field research (2014)*

Analysis

With reference to the above bar chart, 94% of the respondents form BCC identifies the financial constraint as the major challenge the local authority is facing in e-government, the World Bank (2003) as it states that e-government in developing countries fails due to lack of capital. E-government is a change that requires a total restructuring of the systems so as to operate from technical gadgets to provide services. It therefore needs large capital to be invested so that it is successfully enrolled. Many local authorities in the developing countries fail to enrol e-government due to financial constraints. Local authorities are currently struggling to provide essential services like clean and safe water thus e-government may not be viewed as an

immediate priority as it is a long term investment. 64% of the employees and councillors also identified the lack of good network suppliers as a drawback in e-government. During data collection the researcher noted that employees were having problems with the internet network at the workplace, as e-government requires effective sharing and transfer of information within and across the local authority's departments and stakeholders. ITU (2002) supports this as it postulates that on connectivity and technology infrastructure low income countries are grossly lagging behind. With the poor network information will not be communicated on time. Poor internet networks leads to the failure of e-government. 28% of the respondents from the local authority also postulated that residents can resist change and this is supported by Bwalya (2009) who states that e-government implementation fails as some residents may resist it and prefer to use the old systems. Due to lack of adequate knowledge residents will think that the shift will require money that the local authority will raise through increasing the rates and will therefore resist it. If the end users of e-government refuse to accept it BCC will not be able to fully enrol it. More so BCC faces the challenge of poor internal structures to support e-government as 21% of the respondents highlighted this. In an interview the Systems Analyst from BCC informed that since the introduction of e-government to BCC the internal human resources structures have not been fully adjusted to meet the new system. Currently BCC still have posts that have been replaced by technology like typists and large numbers of cashiers who wonder about without jobs to do as per their job descriptions. Lastly the challenge identified facing BCC is an unskilled workforce that was highlighted by only 14% of the respondents as e-government requires an ICT literate workforce. Some employees due to old age even when they are trained on the ICT concepts they find it difficult to grasp the concepts leading to failure to contribute to e-government, such employees always resist e-government related channels. As Ndou (2005)

states that the government loses most of its literate staff through turnover leading to the lack of trained staff to effectively administer e-government.

4.10 SUMMARY

With reference to the research objectives and questions, this chapter presented the response rate from the questionnaires and interviews. The demographic information of the respondents was also presented in charts and interpreted. It highlighted on the extent to which e-government is being used at BCC through presenting and analysing the e-services that BCC is providing, the e-service stations they are using the extent to which there are providing services both manually and online. It presented and analysed the value that e-government brings to service provision. It also presented and analysed the challenges that residents and BCC face in e-government.

The next chapter will be the summary of the research. It will summarise the research, make conclusions and recommend strategies that can be used to improve the use of e-government in BCC.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION

The main aim of this chapter is to summarise the research and make conclusions based on findings and give recommendations to map the way forward as to how BCC can effectively use e-government to improve service provision. It is to give highlights of the implications of e-government to service provision in a comprehensive manner. It is through this chapter that the research questions will be answered. The negative and the positive implications of e-government to service provision will be also elaborated on as they are the main focus of the research.

5.1 SUMMARY AND HIGHLIGHTS OF THE STUDY

With reference to Bulawayo City Council which was use as the case-study, this research elaborated on electronic government specifying what it is all about, Its delivery channels ,web of inter relationships and the forms. The core of the research was on the implications of e-government to service provision. The research identified the major challenges that BCC is facing in providing efficient and effective service provision so as to justify that there is need for improving e-government so to use it as a measure in improving service provision .The state of e-government in Zimbabwe was analysed as it is the environment in which BCC is operating in and legislations and national documents like ZIMASET have a bearing on the operations of BCC.

The statement of the problem was identified that local authorities face challenges in providing services efficiently and effectively due to the administrative and logistical inefficiencies which are worsened by the inability to take advantage of the technical environment. BCC integrated e-government several years back but still faces challenges that e-government has the capacity to eliminate. Objectives were set by the researcher to use as yardsticks to guide the research. The research objectives were to assess the extent to which BCC is using e-government, to analyse the value added by e-government to service provision, to examine the e-service stations that BCC is using, to examine the challenges associated with the use of e-government and to recommend strategies that can be used to improve the use of e-government. Limitations to effectively carrying out the research were identified such as refusal by council employees, councillors and residents to disclose information they deem confidential which the researcher overcame by assuring respondents of the confidentiality of the information. Another identified limitation was financial constraints which the researcher overcame by seeking for financial assistance.

Literature from preceding researchers was highlighted. Literature review was aimed at bringing to understanding what e-government is all about, its forms, delivery channels, web of interrelationships according to what other scholars have said. The state of e-government in Zimbabwe, Africa, developed countries and the developed countries was analysed with use of two case studies so as to compare and derive cautions and lessons from other countries.

In the study a both the quantitative and the qualitative research design were used. The researcher divided the population under study into samples that were used to represent the whole population because of the time and resources limitations and also for manageability. Among the sample populations were 15 councillors, 25 residents and 21 Bulawayo City Council Employees. Sampling techniques used includes purposive sampling, stratified random sampling and

systematic sampling. Research tools used were the interview, questionnaires and observations. The response rate was 87% which is relatively good. The tools used can be evaluated as effective as the researcher managed to obtain relevant information after using them.

Data was presented using different charts (line, pie, column, and bar) and tables. A considerable number of respondents highlighted that the effective use of e-government has a potential to improve service provision in BCC. Respondents gave information on the challenges that are faced in accessing online services while employees highlighted the e-government challenges that BCC is facing and councillors highlighted on the challenges being faced by both the Bulawayo City Council and the residents in an attempt to use e-government.

5.2 CONCLUSIONS

In this study area the researcher established that BCC has rolled out and is still in the process of rolling out e-government but still faces problems in service provision. It became clear how BCC can use e-government as a strategy to improve e-government as it brings efficiencies in the operations of the local authority like reduced reworks, reduced costs of service provision, reduced staffing, improved decision making, improved relationships with stakeholders which in turn leads to effective and efficient service provision like fast service delivery, accurate information, affordable services, easily accessible services and participative services. The research highlighted on the challenges that BCC as an organisation is facing as well as the residents and how these hinder the effectiveness of e-government in transforming service provision.

Bulawayo City Council is lacking the requisite capital to invest in e-government. E-government needs large amounts of capital to purchase equipment and, transform structures and to develop staff to align. After the years that the country went through during the economic recession some residents lost their jobs due to downsizing of industries in the city leading to the inability by residents to pay rates which are part of the city council's major source of revenue. Furthered by the cancellation of debts in 2013 which meant that some revenue which was budgeted for was lost the local authority therefore has to use the funds available to finance major welfare services like providing safe and clean water, refuse collection and sewer reticulation to name a few. Capital for e-government therefore is a challenge.

The city faces a challenge of poor networks of which e-government is about using technical networks to deliver services. The network providers in the city are not providing good network that is reliable. E-government delivery channels include mobile phones, internet enabled gadgets, websites, telephones and public kiosks and they all need a reliable network to be effective. Most respondents highlighted that poor networks are of a major challenge. There are poor networks experienced when accessing the call centre, accessing the website and paying bills via Eco cash, this leads to the service users developing a negative attitude towards e-services and opting to acquire services from the counter.

Resistance from residents is also another challenge that BCC is facing. Residents due to lack of skills to use ICT and access the website for instance will therefore resist e-service provision. The lack of gadgets like cell phones and usually the internet enabled ones leads to residents resisting as they fear that they may remain with no access to services. Resistance also arises due to the lack of trust on electronic gadgets as they are prone to abuses like hacking, residents will fear

that anonymity when reporting corruption can be tempered with and that when paying bills via ecocash money can be lost to hackers.

BCC has not yet fully rolled out e-government in terms of the delivery channels. Only a few channels are being used like the website, call centre and SMS services whereas from the literature reviewed there are many channels that can be used to increase the accessibility of e-services like public kiosks. The few available channels increases resistance as service users will fail to have access to services being offered online

There are still a way few services that BCC is offering online where as the most time and resource consuming services are still available from the counter only like applications for instance licenses, voting, public private partnerships ,tendering, procurement, town planning, city directions for visitors, tax payments and issuing of different forms.

5.3 RECOMMENDATIONS

With reference to the summary of the whole study and conclusions derived therefrom, the researcher came up with recommendations. Recommendations are the strategies that the researcher came up with which can help BCC improve its e-government. Recommendations will help eliminate the negative implications of e-government while increasing the positive implications of e-government and ensure that it brings efficiency and effectiveness to service provision.

5.3. Raising e-government awareness to stakeholders

BCC should engage in community awareness programmes to raise the stakeholder's knowledge on e-government. Workshops should be conducted with Civil Societies as well as the residents.

Awareness will inform residents about the e-services that BCC is offering and reduce the tendency of residents preferring obtaining services from the counter because they lack knowledge on the services that are available online. Stakeholders' buying should be obtained through educating them on the benefits of using e-government to service provision.

5.3.1 Public Private Partnerships (PPSs)

BCC should engage in Public Private Partnerships with the informal sector as a strategy to improve the capital for e-government. The private sector is more profit-making than the public sector and they are in a better position to finance e-government than the local authority itself. Public Private Partnerships are a cheap way of outsourcing as private organisations can offer capital or equipment for e-government at no cost of returns as their way of ploughing back to the society. PPPs will also help cover the gap between the economically advantage and disadvantaged in the community as they can offer important equipment for those who cannot afford like gadgets or setting up free public kiosks for acquiring e-services.

5.3.2 Continuous ICT training and development

Although the BCC staff has been trained on ICT, due to the fact that some employees said they lack skills there is need therefore to continually conduct training workshops to ensure that their knowledge is maintained and improved. ICT is an advancing technique which continually goes through change like the shift from Windows 7 to 8, thus the need to continually enhance their knowledge. The local authority can also in collaboration with NGOS or other private institutions engage in ICT training for residents like that done by Restless Development in the city.

5.3.3 Internal restructuring

BCC should consider and make the necessary Human Resources adjustments to align with e-government. Adjustments in staffing need to be done to reduce the amount of revenue lost in paying staffs whose duties have been or can be reduced by technology. The staffs like typists and messengers should be eliminated and the employees given new tasks that are in e-government systems like operators of email systems. Existing jobs should be re evaluated, enriched and redesigned to eliminate unnecessary tasks which unnecessarily increase costs.

5.3.4 Lessons from other countries

BCC can derive lessons from other countries that have established e-government as stated earlier in the literature that was reviewed like South Korea, Singapore and Kenya. The ICt section staff or other relevant employees should be sent for International Conferences on e-government as well as regional, national and local conferences on e-government so as to derive lessons. Workshops should also be attended as a way of broadening the city council's knowledge on e-government strategies.

5.3.5 Network improvements through collaboration

BCC should partner with network providers in the city like Econet, Netone, Telecel so as to improve the network bandwidth in the city. BCC can use various strategies and create the right environment within which network providers can improve the quality of network in the city. Taxes can be reduced for them for instance. Improved networks will improve the accessibility of the e-service stations like websites, mobile phones and websites of the local authority which will lead to an increase in the use of e-services.

5.3.6 Formulating policies to control internet tariffs

There is need for controlling the cost of communication via mobile phones and the internet. BCC should liaise with the Government of Zimbabwe to control tariffs so as to ensure affordability for both the city council and the stake holders. Policies should be formulated which act as a control measure on the amount that network providers are charging.

5.3.7 Change management

BCC should engage in strategies to continuously manage change as e-government is a total shift of the way of doing things in the organisation. Change should be managed through strategies like collaboration, education, participation, communication, facilitation, negotiation and coercion depending with the applicability. Managing change will reduce resistance and lead to acceptance and participation in e-government for both the city council employees and stakeholders there by increasing their participation and support in e-government.

5.3.8 Cyber Security

BCC should create strategies to prevent or control the illegal abuse of the internet through hacking for instance. The call centre and the website should be protected form abuses that are prone to occur. The cyber protection will help reduce resistance by residents to pay via Eco cash as they fear that money will be channelled to the wrong receivers.

5.3.9 Local Economic Development

BCC should also promote local economic development by creating a good environment for businesses to operate in the city. A good environment will increase inward and outward investment, if new industries are established employment will be created. This increases the city

council's revenue in a triple aspect firstly employment generated will increase the residents ability to pay rates, secondly it will increase the people standards of living leading to a demand increase in technology and affordability of internet enabled gadgets and thirdly new industries will pay rates and taxes which increases revenue which can be channelled to e-government investment.

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Appendix I

Questionnaires for Bulawayo City Council Councillors

My name is Abigail Siziva an undergraduate student at Midlands State University. I am currently studying towards attaining a BSC Honors Degree in Local Governance Studies. I am carrying out a research on the topic, 'E-GOVERNMENT- IMPLICATIONS ON SERVICE PROVISION'. You have been identified as one of the relevant participants and your input in completing this questionnaire will be sincerely appreciated. Your contribution will help in the completion of the study. The information you provide will only be used for academic purposes. Participation in this research is voluntary and your **confidentiality** is guaranteed. Do not include any names or personal information.

NB: Tick where applicable and please answer the questionnaire on your own.

SECTION A

1. Sex:
Male Female
2. Age group:
a. 20-30 years b.31-40 years. c.41 – 50 years d.51+ years.
3. Level of education:
a. Primary level b. Secondary level c. Tertiary level

SECTION B

4. Are you Information Communication Technology literate?

Yes No Not sure

5. What do you understand about e-government?

- a. use of technology on service provision
- b. .providing services through electronic gadgets
- c. the government being available online

d. using ICT in service provision

Other specify.....

6. Do you know any form of e-services?

Yes No Not sure

7. What are the various forms of e-service stations that BCC is using? (You may tick more than one)

- a. mobile phones
- b. personal computers
- c. television
- d. call centres
- e. public kiosks
- f. websites

8. Are there any benefits that residents are getting from the BCC website and call centre

- a. easily accessible services
- b. cost saving
- c. fast service provision

Other specify.....

9. In your view how can e-government improve service provision? (You may tick more than one)

- a. makes it fast
- b. make it easily accessible
- c. improve the quality
- d. improve accessibility

Other specify.....

10. In your view does the BCC website and call centre improve the participation of residents?

Yes No Not sure

Please specify reasons for your answer.....

.....
.....

11. In your view what is your role as a policy maker in enhancing e-government?

.....
.....
.....

12. What challenges is BCC facing in providing services online. (You may tick more than one)

a. lack of capital

b. lack of Information Technology literate employees

c. resistance from residents

Other specify

.....
.....

13. In your view what can be done to improve online service provision at BCC

a. improving leadership commitment

b. formulating e-government policies

c. informing residents about online services

d. encouraging residents to use e-service channels

Other specify

THANK YOU.....

APPENDIX II

Questionnaires for Bulawayo City Council Employees

My name is Abigail Siziva an undergraduate student at Midlands State University. I am currently studying towards attaining a BSC Honors Degree in Local Governance Studies. I am carrying out a research on the topic, “E-GOVERNMENT- IMPLICATIONS ON SERVICE PROVISION”. You have been identified as one of the relevant participants and your input in completing this questionnaire will be sincerely appreciated. Your contribution will help in the completion of the study. The information you provide will only be used for academic purposes. Participation in this research is voluntary and your **confidentiality** is guaranteed. Do not include any names or personal information.

NB: Tick where applicable and please answer the questionnaire on your own

SECTION A

Demographic Information

1 Sex:

Male Female

2. Age group:

b. 20-30 years b.31-40 years. c.41 – 50 years d.51+ years.

3. Level of education:

Primary level Secondary level Tertiary level

4. For how many years have you been employed by Bulawayo City Council?

a. 1-5 b. 5-10 c. 10-20 d. 20+

5. Which position do you occupy now?

a. Middle manager

b. Administration assistance (secretary, drivers, messengers, clerks)

c. General employees

d. Other specify.....

SECTION B

6. What is your understanding of e-government?

- a. use of technology on service provision
- b .providing services through electronic gadgets
- c the government being available online
- d. using ICT in service provision

Other specify.....

7. What are the forms of e-services that you know? (You may tick more than one).

- a e-payment
- b e-billing
- c on-line applications
- d on-line notifications
- e on-line tax payment
- f. on-line voting
- g. e-procurement

Other specify.....

8. Which services is BCC providing on-line? (You may tick more than one)

- a. e-payment
- b e-billing
- c on-line applications
- d on-line notifications
- e on-line tax payment
- f. on-line voting
- g e-procurement

9. Which e-services stations is BCC using? (You may tick more than one).

- a. website
-

b. mobile phones

c. television

d. call centre

e. personal computer

f. public kiosks

10. Are the services that are provided online still being provided manually?

Yes No Not sure

11. Which stations would you prefer to use to acquire services (You may tick more than one?)

a. website

b. mobile phones

c. television

d. call centre

e. personal computer

12. Why do you prefer the selected station? (You may tick more than one)

a. It the one you have access to

b. It is easier to use

c. It is cheap

d. It is the only channel that provides online service

Other specify.....

13. Why do you prefer using e-services? (You may tick more than one)

a. It is cheap

b. It saves time

c. It is convenient

d. For easy accessibility

14. What do you think makes people still seek manual service provision (You may tick more than one)

a. lack of access to e-service channels

b. lack of interest

c. cannot afford

Other specify.....

15. What do you suggest can be done to reduce these challenges? (You may tick more than one)

a. inform residents about the services available online

b. educate the community on the advantages of using online services

c. use the cheapest e-services channels

d. improve the telecommunications networks for easy access to the internet

Other specify.....

THANK YOU.....

APPENDIX III

Questionnaires for Bulawayo Residents

My name is Abigail Siziva an undergraduate student at Midlands State University. I am currently studying towards attaining a BSC Honors Degree in Local Governance Studies. I am carrying out a research on the topic, E-GOVERNMENT- IMPLICATIONS ON SERVICE PROVISION. You have been identified as one of the relevant participants and your input in completing this questionnaire will be sincerely appreciated. Your contribution will help in the completion of the study. The information you provide will only be used for academic purposes. Participation in this research is voluntary and your **confidentiality** is guaranteed. Do not include any names or personal information.

NB: Please fill in the questionnaire on your own.

SECTION A

Demographic Information

1 Sex:

- a. Male b. Female

2 Age group:

- a. 18-25years b. 26-35 years. c. 36 – 54years d. 55+ years.

3. Level of education

- a. Non b. Primary c. Secondary d. Tertiary

4. Employment status

- a. Employed b. Unemployed

SECTION B

5. Are you aware that BCC provides online service?

Yes No

6. What do you understand about e-government?

- a. use of technology on service provision
- b. providing services through electronic gadgets
- c. the government being available online
- d. using ICT in service provision

7. Which forms of e-services are you familiar with? (You may tick more than one)

- a. e-payment
- b. e-billing
- c. on-line applications
- d. on-line notifications
- e. on-line tax payment
- f. on-line voting
- g. e-procurement

8. What are the e-service stations that you know? (You may tick more than one)

- a. website
- b. mobile phones
- c. television
- d. call centre
- e. personal computer

9. Do you have access to any of the stations?

Yes No Not sure

10. If yes how did you get to know .Through?

- a. a friend
- b. television advert
- c. mobile phone notification

d. the BCC website

11. Would you prefer to acquire services from the counter or online?

Online Counter

11b. what are the reasons for your preference?

- a. it is cheap
 - b. it is fast
 - c. it is reliable
 - d. it is easily accessible
 - e. lack of interests
 - f. for security
- Other specify.....

12. Are you aware that BCC has a website and a call centre?

Yes No

13. Have you had access to the website before?

Yes No

13b. If no, what are the reasons for your answer

- a. poor internet network
 - b. lack of skills
 - c. it has no useful information or services you need
- Other specify.....

14 In a 1-10 scale how would you rate the effectiveness of the BCC website (write the number in the space provided)

1-3 (Excellent) 3-4(Good) 5 -6(Moderate) 7-8(Bad) 9-10 (Useless)

15. What are the challenges you face in accessing online services? (You may tick more than one)

- a. lack of electronic gadgets
- b. poor internet networks
- c. lack of skills to use the internet
- d not sure which services are available online

Other specify.....

16. What do you suggest can be done to curb these challenges?

- a informing residents about the services that are available online
-

b setting up public kiosks for accessing e-services

Other specify.....

.....
.....

THANK YOU.....

APPENDIX IV

Interview Guide for Bulawayo City Council ICT Section Representative

My name is Abigail Siziva an undergraduate student at Midlands State University. I am currently studying towards attaining a BSC Honors Degree in Local Governance Studies. I am carrying out a research on the topic, 'E-GOVERNMENT- IMPLICATIONS ON SERVICE PROVISION'. You have been identified as one of the relevant participants and your input in undertaking this interview will be sincerely appreciated. Your contribution will help in the completion of the study. The information you provide will only be used for academic purposes. Participation in this research is voluntary and your **confidentiality** is guaranteed. Do not include any names or personal information.

NB: Please fill in section A before the interview.

SECTION A

1. Position of respondent.....
2. How long have you been in this position.....
3. Date of interview.....

SECTION B

1. Which services is BCC providing online
2. How has been the uptake of e-government services rendered by BCC to its clients?
3. When was the BCC website was officially opened?
4. What was the motive behind shifting to online service provision?
5. What manpower development trainings have been put in place to foster ICT skills to the BCC staff?
6. What is the role of your department in e-government?
7. What infrastructural frameworks have been put in place to enhance e-government in your department?
8. What are the internal structure improvements that are needed in your department or section to enable e-government?
9. Which services does BCC provide via its website and call centre?
10. What impact or change do you think e-government will bring to service delivery in your local authorities?
11. What other service stations do you think BCC can take advantage of to use in to deliver services online?

12. What are the challenges that BCC is facing in online service provision
13. What are your suggestions to help solve the problems?
14. What do you think the government should do to roll out e-government services in all local authorities in Zimbabwe

THANK YOU.....