



**University of Fort Hare**  
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**AN ASSESSMENT OF ELECTRONIC-GOVERNANCE AS A SUPPORT  
SYSTEM FOR SERVICE DELIVERY IN THE PUBLIC SECTOR**

**BY**

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**A RESEARCH SUBMITTED IN FULFILLMENT OF THE REQUIREMENTS FOR THE  
DEGREE OF MASTERS IN ADMINISTRATION  
(PUBLIC ADMINISTRATION)**

**IN THE FACULTY OF MANAGEMENT AND COMMERCE, DEPARTMENT OF  
PUBLIC ADMINISTRATION, AT THE UNIVERSITY OF FORT HARE**

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**NOVEMBER 2014**

## DECLARATION

I, **MARAMURA TAFADZWA CLEMENTINE**, do hereby declare that, this dissertation entitled, “**An Assessment of Electronic-governance as a support system for service delivery in the public sector**”, submitted to the University of Fort Hare, in fulfillment of the requirements for the degree of Master of Administration (Public Administration), has never been submitted by me or any other person for a degree at this or any other university. This is my original work in design and execution and all material therein has been duly acknowledged by way of appropriate references and citations.

Signature

.....

Date

...../...../.....

## **DEDICATION**

This work is by all means dedicated to my late father Captain Charles Maramura (General) 7<sup>th</sup> of July 1953 to 31<sup>st</sup> of May 1993 and my strong willed and hardworking mother Mrs Beatrice T. Maramura nee (Nyamweda) who has always been my ray of hope.

## **ACKNOWLEDGMENTS**

I acknowledge the power of the Lord God Almighty above for the gifts of life, health, inner strength and utmost wisdom that he blessed me with during the course of this research project to the end. Without these blessings, this project would have been abandoned midway.

I owe my indebtedness to my research mentor Professor R.D. Thakhathi whose guidance through all the glitches that I went through to successfully finish this project, was just incontestable from beginning to end, and this kept me really focused till the completion of this work! Especially all the efforts he made to secure funding for this research, I thank you so much Prof T!

I remain humbled by the endless encouragement of my adored mother, Mrs Beatrice T. Maramura whose relentless efforts have shaped who and what I am today and the results of this piece of work. Thanks Mum for the constant shouting and nagging it kept me pushing. I can now clearly see the fruits of all your efforts.

I thank the Lord for a very supportive family structure (La Familia) especially my sisters Matildah, Clotilda and Tanyaradzwa from whom I drew strength and focus to keep going. I greatly acknowledge the patience of my beloved daughter Kuzivakwashe Bammi (K.B) who constantly motivates my everyday actions.

## LIST OF ACRONYMS AND ABBREVIATIONS

<b>BRICS</b>	Britain Russia India China South Africa
<b>DLG</b>	Development Local Government
<b>DPSA</b>	Department of Public Service and Administration
<b>E-barometer</b>	Electronic barometer
<b>E-bidding</b>	Electronic bidding
<b>E-governance</b>	Electronic governance
<b>E-government</b>	Electronic government
<b>E-health</b>	Electronic Health
<b>E-learning</b>	Electronic Learning
<b>E-NATIS</b>	Electronic National Transport Information System
<b>E-readiness</b>	Electronic readiness
<b>E-services</b>	Electronic services
<b>E-voting</b>	Electronic voting
<b>G2B</b>	Government to business
<b>G2C</b>	Government to citizen
<b>G2G</b>	Government to government

<b>G2SC</b>	Government-to-Civil Society Organizations
<b>ICT</b>	Information Communications and Technology
<b>IDP</b>	Integrated Development Plan
<b>IFMIS</b>	Integrated Financial Management System
<b>IEC</b>	Independent Electoral Commission
<b>LED</b>	Local Economic Development
<b>NMBM</b>	Nelson Mandela Bay Municipality
<b>PAD</b>	Public Administration
<b>SARS</b>	South African Revenue Services
<b>SITA</b>	State of Information Technology Agency
<b>SONA</b>	State of the Nation Address
<b>SOPA</b>	State of the Province Address
<b>StatsSA</b>	Statistics South Africa
<b>UNDP</b>	United Nations Development Program
<b>UNESCO</b>	United Nations Education

## **ABSTRACT**

This is an exploratory research that is aimed at assessing the role of e-governance tools and initiatives on how they can be support systems for service delivery in the public service sector. The rationale of this research came as a response to the ever increasing and recurring service delivery protests that are underpinning the Government of South Africa. Hence the inception of electronic-governance (e-governance) comes at the right time with the aim of modernising and reforming the public sector for efficient and effective service delivery. E-governance is about transforming governance to be more citizens centered and thus technology is the tool in this effort which can enable change in how the government works and how public officials interact with the public at stake. Cloete (2012:128) asserts that e-governance is the future of public governance and public service delivery globally. Thus governments that do not make the transition from paper-based systems of public administration to electronic platforms of public service delivery may swiftly undermine their chances of developing their societies as 21st century information societies. This research however does not imply that e-governance will be a miraculous panacea to poor service provision in South Africa, but it implies that its role in the public service sector can be as a support system for efficiency and effectiveness in service delivery. This is coupled by the research findings which are espoused on through a secondary data approach and thematically analysed to assess the role of e-governance as a support system on service delivery in the public service sector. Thus from the literature it is remarkable to acknowledge that the South African public service sector has successfully established and implemented a significant number of e-governance initiatives from 1994 to present day. Simultaneously to reveal

how e-governance can be a support system for the public service, it is not one-dimensional, it is however multidimensional and thereby cutting across the entire field of public administration inter alia the public service sector. The already initiated e-governance tools in South Africa also range from national, provincial and municipal level thereby clearly revealing how e-governance can also be a support system to cooperative governance and intergovernmental relations inter alia. This research does not imply that e-governance can be a panacea to the public service sector ills but however with the fast moving techno-global world the move to an ICT driven public service sector has more merits than demerits to the general public who are at the receiving end of public services.



## **KEY WORDS**

**E-governance, E-services, Public Service Sector, Service delivery**

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# **CHAPTER ONE**

## **INTRODUCTION AND BACKGROUND**

### **1.1 INTRODUCTION**

Electronic governance (e-governance) has become increasingly acknowledged over the last few years, and currently many governments desire for online services. This research seeks to clarify that paperwork in the public service delivery sector is slowly becoming a thing of the past as more governments are seeking to adapt to an electronic administration system, for efficient public service delivery. E-governance refers to electronic governance and it is the process of transformation of the relationships of government with its constituents which are inclusive of the citizens, the businesses and between its own organs, through the use of the tools of Information and Communications Technology (ICT). The aim of e-governance is to bring about enhanced access, transparency, accountability, efficiency and cost-effectiveness in the delivery of government information and services

In South Africa, there continues to be high expectations to the government in respect of improved delivery of public services as proven by the recurring public service delivery protests. Such expectations are not unique to the public service sector and in this

regard there is a need for the South African government to recognise that the implementation of e-governance systems and electronic-services (e-services) affords them the opportunity to enhance service delivery and good governance for the benefit of the general public. The implementation of e-governance has been extensively commended in that it provides innovative momentum to deliver services quickly and efficiently Evans & Yen (2006:208).

In recognition of these benefits, various arms of the South African government have already embarked on a number of e-governance programmes for example the Batho Pele portal, South Africa Revenue Services (SARS) e-filing, the e-Natis system, electronic processing of grant applications from remote sites and several departmental information websites and portals Gillwald and Esselar (2004). An evaluation by a number of researchers proved the state of e-governance in South Africa to be at elementary stages according to Gillwald and Esselar (2004). Factors which contributed to such an evaluation were key factors which relate to a lack of clear strategies to ensure adoption of e-governance services as well as evaluation frameworks to assess expectations of citizens who are the user groups of these e-services. Thus public participation is an essential key to the success of e-governance initiatives, because the initiatives are designed for the public thus it is imperative that they be well informed and well involved in the establishment and implementation of e-services.

Okot-Uma (2005) accentuates that good e-governance brings about social development to the public sector; however it is crucial to note that both governmental support and

citizen commitment are essential catalysts for the successful establishment of e-governance as a support system for public service delivery. Cloete (2012:128) asserts that e-governance is the future of public governance and public service delivery globally. This simply implies that governments that do not make the transition from paper-based systems of public administration to electronic platforms of public service delivery and governance may swiftly undermine their chances of developing their societies as 21st century information societies. Literature as espoused within the research clearly suggests that e-governance is therefore for the benefit of the government, its people and all the relevant societies involved in the service delivery domain.

## **1.2 BACKGROUND OF THE STUDY**

Heginbotham (2006:02) articulates that in South Africa e-governance is one of the primary means of supporting social and economic development. This form of a support system takes into account the needs of society, the developmental goals of government as well empowerment of citizenry in the public service delivery sector. In South Africa there appears to be not much of reliable statistics on the frequency usage of the e-governance systems Gillwald and Esselar (2004). Mutula (2008:240) notes that providing accurate statistics on e-governance in South Africa is not easy, but however the internet user base is growing in spite of the fact that it is happening at a very slow rate, even though South Africa is ranked fourth in Africa for internet usage according to International World Statistics (2013).

Although the South African government has attempted commitment to e-services; the services are very few and still a bit expensive to the regular and marginalized citizen. Living Conditions Survey (LCS) (2008/2009:11) supports that usually areas with high poverty rate also lack access to most public services as their areas are economically backward and lack extensive development of various interlinking networks and infrastructure to government services. Resultantly South Africa is characterized as the most unequal society in the world due to the increasingly widening gap between the rich and the poor as proven by the Gini co-efficiency of 63, 1 World Bank Data (2013). This implies that increasing e-governance in the public service sector as a support system presents an opportunity to leverage the infrastructure which will assist the marginalized citizens through the provision of local e-services, which in turn saves them transport, time and costs Magnus and Sani (2013:350) in Ijeoma and Nwaodu.

The objective of e-governance within this research is to be a support system which will improve service delivery for the citizens in doing so, ultimately improving the efficiency and effectiveness of public services. Thus the application of Information and Communication Technology (ICT) as facilitated by the web-technology is the primary tool that enables the objectives of e-governance to be driven into complete momentum. Attention has been given to e-governance since the 1990's, when it was realized that the internet and web-technology were being used to positively and productively transform private business practices and processes. Hence the pressure has kept rising in recent years on the government to deliver services in a more effective and cost-efficient way through the use of e-governance as evidenced by the recurring and ever

increasing public service delivery protests. There are several relationships that exist within the e-governance structure, for example the government to citizen (G2C), the citizen to government (C2G) and government to government (G2G) Magnus and Sani (2013:350) in Ijeoma and Nwaodu. However this research aims to particularly focus on the government to citizen view in spite of the other relationships that exist within the e-governance structure.

Seemingly despite its low frequency usage the role of e-governance through information dissemination and public service delivery has already been established in South Africa for some time as evidenced by the SARS filing system among other e-governances tools as aforementioned. It is quite one-dimensional that every year there is frequent governmental commitment by public officials to provide e-governance services in their State of the Nation Address (SONA) and State of the Province Address (SOPA) and these commitments have not been either adequately met or fulfilled. This research however does not imply that e-governance will be a panacea to poor service provision in South Africa, but that its role in the public service sector can be as a support system for efficiency and effectiveness in service delivery to the benefit of the general public who are at the receiving end.

### **1.3 STATEMENT OF THE PROBLEM**

Governance seeks to describe the changes in the nature and role of the state on public sector reforms Bevir (2008:3). The ICT Vision for South Africa in 2014 describes an

inclusive information society in which e-governance will be harnessed so that everyone has fast, reliable and affordable public services. E-governance is about transforming governance to be more citizens centered and thus technology is the tool in this effort which can enable change in how the government works and how public officials interact with the public at stake in service delivery. However, there continues to be high expectations to the government in respect of improved governance as proven by an increase in the ever recurring public service delivery protests. In this regard there is a need for the government of South Africa to recognise that the implementation of e-governance systems affords them the opportunity to enhance public service delivery and good governance for the public.

#### **1.4 BROAD OBJECTIVE: TO EXPLORE THE ROLE OF e-GOVERNANCE AS A SUPPORT SYSTEM FOR SERVICE DELIVERY IN THE PUBLIC SERVICE SECTOR.**

##### **1.4.1 SPECIFIC OBJECTIVES**

The primary objectives of this research are:

- To examine e-governance tools and their contributions to service delivery in the public service sector.
- To explore on the experiences of e-governance on service delivery in the public service sector.
- To understand the e-governance policy and legislative frameworks on service delivery in South Africa.

- To review literature on e-governance in essence to service delivery in the public service sector.
- To proffer conclusions and make recommendations based on the findings.

## **1.5 RESEARCH QUESTIONS**

This research is guided by the following research questions:

- Can public service provision be better accelerated through the use of ICT as encompassed by e-governance?
- What are the e-governance tools contributions to service delivery in the South African public service sector?
- What experiences of e-governance has the South Africa public service sector had with regards to service delivery?
- What are the e-governance policy and legislative frameworks that are governing e-governance in South Africa?

## **1.6 RESEARCH METHODOLOGY**

This section seeks to give a brief introduction and outline of the research methodology that was used in this research construction as explained below.



### **1.6.1 RESEARCH DESIGN**

Research design is the procedure for collecting, analyzing and reporting results that the researcher uses De Vos, Strydom, Fouchie & Delpont, and (2011:135). It involves determining how the chosen method will be applied to answer the research questions. In this research a qualitative research approach is used. De Vos et al (2011:132) cited that qualitative research is an umbrella phrase of interpretive techniques which seek to describe, decode, translate and otherwise come to terms with the meaning of what is naturally occurring in the social world. From this assertion Welman et al (2001) came to the conclusion that the qualitative research approach is fundamentally a descriptive form of research. Lewis, Taylor and Gibbs (2005) posit that qualitative data is information gathered in a non-numeric way, hence qualitative research is based on collecting data on the knowledge, values and feelings of the target population. This research was therefore a qualitative research informed by the variant cases of e-governance experiences in the public service sector of South Africa. Thus the researcher took aspects of the case studies and explored them thematically in order to use their thoughts, insights and knowledge to assess the role of e-governance as a support system for service delivery in the public sector.

### **1.7 RATIONALE FOR QUALITATIVE DESKTOP APPROACH**

There are various types of research designs and these include descriptive, correlational, semi-experimental, experimental, reviewing other research and test study designs. According to Brynard and Hanekom (1997:28) research methodology or methods of

collecting data necessitate a reflection on the planning, structuring and execution of the research in order to comply with the demands of truth and objectivity. Research methodology focuses on the process of research and decisions which the researcher has to take to execute for the project to be undertaken.

However the method the researcher chooses will affect the outcome of the results as well as the conclusion of the findings. There are two main approaches to data collection which are also quantitative and qualitative research data collection methods. Their selection depends on the advantages and disadvantages of each research method and how the researcher plans on conducting the research project. Based on these facts the researcher carefully decided to choose the qualitative research method with a desktop analysis approach for use in this research study. The qualitative research method according to Rosnow and Rosenthal (2008:74) refers to research that elicits an account of meaning, experience and perceptions. The qualitative research methods are naturalistic, anthropological, and ethnographic and are founded on post-positivism and interpretivism paradigms. Qualitative research is therefore concerned with understanding rather than explanation as well as a naturalistic observation rather than controlled measurement and the subjective exploration of reality from the perspective of an insider as opposed to the outsider's perspective that is predominant in the quantitative research.

The research therefore used the qualitative approach because there is some kind of information or data that cannot be quantified, but expressed only by words to describe social phenomenon. Lewis et al (2005:38) as already alluded to; argue that qualitative data is information gathered in a non-numerical form of collecting information on the knowledge, values, feelings, attitudes, beliefs and behaviors of the target population. Thus the collection of information in this study was based on the exploration of cases of the various e-governance tools and initiatives within the public service sector of South Africa through a desktop approach. This will only be determined by ways of exploring data that has already been researched on as well as current data on e-governance in South Africa and the world at large. A detailed exploration of relevant data taken from various sources including annual reports, government websites, journals and e-governance literature was considered meaningful to determine the role of e-governance as a support system for service delivery in the public service sector.

Mouton and Marais (1990:175) argue that qualitative research is characterised by the fact that the researcher is trying to get multiple meanings and interpretations rather than impose one dominant interpretation as done through the quantitative research design. Hence through this qualitative desktop approach selected, the researcher was therefore able to draw from various sources of relevant literature and come to a conclusion through thematic and content data analysis.

## **1.8 DATA ANALYSIS**

Data analysis according to Cooper & Schindler (2011:490) refers to the editing and reducing of accumulated data to a manageable size, developing summaries, looking for patterns, and applying analysis techniques. In this research the data collected from the relevant literature in the research was summarised in order to minimise the data thus making it easy for the researcher to make recommendations and conclusions for Chapter four. Through content analysis Hofstee (2006:115) irradiates that, the researcher is able to deduce the non-obvious meaning of the information that is contained in the documents. In this study the data collected from the respondents in research will be summarised in order to minimise the data thus making it easy for the researcher to address the objectives.

Since the research is qualitative research, it became rational to apply qualitative data analysis methods, so content analysis was used to analyse the data. In this research the researcher analysed qualitative data by organising it into categories on the basis of major themes that emerged from the relevant literature. Content analysis in this study allowed for thick descriptions in the analysis of data and it was used to analyse qualitative data such as texts by counting the occurrence of certain key themes and words as well as the length of texts and sentences. The analysis of data also allowed the researcher to display the data in chapter four in a thematic context as driven by the explorative research questions guiding this research.

## **1.9 SIGNIFICANCE OF THE STUDY**

The implementation of e-governance has been extensively commended in that it provides innovative momentum to deliver services quickly and efficiently Evans & Yen (2006:208). Furthermore technology has allowed people to complete more tasks in less time and with less effort, thus simplifying life for existence, Magnus and Sani (2013:353) in Ijeoma and Nwaodu. This research is of absolute significance simply because technology has a profound effect on everyday life for living mankind. Thus there is need to understand the inherent role of technology when harnessed by the government as e-services through e-governance in the public service sector in an attempt to accelerate service delivery with less time and less effort. The significance of this research will also be deduced on completion of this research, because its results will be disseminated, published and presented to the relevant stakeholders and thereby adding more to the already existing body of knowledge.

## **1.10 CONCEPTUAL EVALUATION OF THE STUDY**

The central concept of evaluation of this research is to assess the role of e-governance as a support system for service delivery in the public service sector of South Africa with the primary focus being placed on the contribution of the e-governance tools and initiatives to the general public.

## **1.11 LIMITATIONS OF THE STUDY**

Time constraints hindered the researcher to have access to all government websites that render e-services to the general public in South Africa. Due to shortage of ample time the research thus only focused on a few websites that deliver e-services to the South African community, as well as journals, government documents and other e-governance related literature that can be thematically analysed.

## **1.12 DEFINITION OF KEYWORDS AND CONCEPTS**

For the purpose of this research the following terms and concepts are listed, defined and described below.

### **1.12.1 GOVERNANCE**

Governance is a specific term used to describe changes in nature and role of the state following public sector reforms Bevir (2008:3). Governance is also defined as the democratization, effective, efficient and accountable government ruling with respect for human rights and law Converse and Druckman (1992:4). Thus more generally governance refers to all patterns of ruling, which maneuver responsiveness of government and timely decision making. Hence every activity of ruling administered by the government on its citizens is practically the complete aspect of governance.

### **1.12.2 E-GOVERNANCE**

Rowley (2006:1) defines e-governance as deeds, efforts or performances whose delivery is mediated by information technology. E-governance can be defined as a government structure which is efficient and effective and is duly controlled by citizens Bedi *et al*, (2001). Perri (2004) states that e-governance tools are used to uphold the imperative elements of accountability and quality that a democratic government requires. On the other hand, e-governance involves the exploitation of information and communications technology to help transform and support the cost-effectiveness of public services Rowley (2006:1). The aim of this research is to explore on how e-governance and its diverse initiatives and tools can support the public service sector to ensure quality public service delivery for the general masses of the citizens.

### **1.12.3 INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT)**

According to Doyle (2008:124) ICT implies to any device or system that allows the storage, retrieval, manipulation, transmission and receipt of digital information. This means that computers, scanners, systems software's, databases and word processors all encompass ICT. It is significant to understand that ICT is not only about computers because the "C" in the ICT abbreviation stands for communication, which covers all forms of communication technology; inclusive of internet, global positioning systems and broadband (2008:124) . The efforts of this research will be to unveil various e-

governance tools that contribute to ensuring quality public service delivery in the public service sector and in South Africa at large.

#### **1.12.4 PUBLIC SERVICE DELIVERY**

Crous (2004:574) defined public service delivery as the implementation of laws and actual provision of services and products that constitute governance. The Batho Pele White Paper (1997) emphasises that the South African Public Service will be judged by one criterion, which is the effectiveness to deliver public services that meet the needs of the citizens. This simply implied that the quality of public services the government delivered to the public have to be efficient and effective. Crous (2004:574) acknowledges that governing institutions thus deliver public services because citizens are unable to satisfy all their own needs and the activities of public administration are ultimately the logical consequences of the practice of public service delivery. This simply implies that the outcomes of public administration are aimed at service delivery and the improvement of the general welfare of the people. Hence the essence of this research seeks to assess by exploration how e-governance can act as a support system for service delivery in the public service sector, in spite of the ever increasing service delivery protests.

#### **1.12.5 PUBLIC ADMINISTRATION**

United Nations Development Program (UNDP) (2003:109) defined Public Administration as the management and implementation of the whole set of government activities dealing with the implementation of laws, regulations and decisions of the Government



and the management related to the provision of public services, health, education and sanitation included among several other public utilities. Balogun (1983) in Ijeoma (2013:34) defined Public Administration as the marshaling of human and material resources in order to achieve the objectives of public policy. Ijeoma 2013:22 further defines Public Administration as the discipline that engages in the systematic examination of what happens in the practice of public administration, which involves workplace organising, financing, policy making and organising.

Nhede (2012:161) acknowledges that there is no single definition of Public Administration (PAD) but all the definitions have something in common, hence he came to the conclusion that Public Administration is easier to explain than define. Zhou (2012:133) notes that Public Administration is an integral component of governance that is concerned with the day to day implementation of government programs and provision of basic goods and services. Zhou (2012:134) further notes that Public Administration is the central channel through which public demands are funneled into state systems. Hence Zhou (2012:136) indicates that if the public is experiencing specific problems in regards to public service delivery for instance poor healthcare systems or poor education systems, they approach relevant government institutions in their specific localities. Hence e-governance is articulated in the entire essence of Public Administration because it stems from Public Policy Making which is a core principle of Public Administration.

### **1.12.6 PUBLIC POLICY**

Lle, Eke and Lle (2012:1) note that public policies can be described as strategic position statements that comprise of a series of decisions which need to be communicated in order to provide guidance that influences practice and enables the attainment of predetermined goals. Lle et al (2012:1) further notes that public policies can also be defined as a set of guidelines and decisions of government to attain a specific vision of changes across spheres or sectors of government. These descriptions clearly indicate that public policies are fundamental instruments for improving governance and public service delivery, because they guide the public servants to bring about the desired change indicated by the implemented policy for citizen satisfaction. Generally policies arise as a result of the need to solve a problem or to address an issue, thereby improving service delivery. Thus public policies seek to bring and promote the good and welfare of the public through an improvement of the situation to be addressed.

In this essence the Department of Public Service and Administration (DPSA) drafted South Africa's e-Governance Policy in 2001 after an extensive two year consultation process with various private sector representatives, community organisations and public service officials. The aim of the government by drafting and implementing the e-governance policy was to achieve three main objectives through various set e-governance initiatives, which were inclusive of increased productivity, lowered service costs and increased citizen convenience. This clearly indicates a strong focus on public

service delivery improvement. This however does not imply that e-governance will be a miraculous panacea to the public service delivery turmoil, but it rather seeks to act as a support system to public service delivery through its diverse and various e-governance initiatives and tools.

### **1.12.7 ACCESS**

Access in the contextual root of this research refers to the ability of citizens to access e-governance initiatives and tools in within their areas of residence and geographical jurisdiction. As noted in the aforementioned definition of e-governance the results of e-governance resultantly lead to an increase in accountability, transparency and effectiveness which comply with the South African public service delivery principles known as Batho Pele Principles. These principles were introduced in 1997 and they were developed to serve as an acceptable policy and legislative framework regarding service delivery in the public service sector of South Africa. Therefore e-governance enhances people's capabilities to communicate back and forth with the government in a bid to conveniently access information and public services while also increasing accountability, transparency and efficiency and effectiveness of public service delivery within the public sector.

### **1.12.8 CONSULTATION**

Consultation seeks to ensure that there is thorough communication; hence the government ensures that it is not pursuing its own agenda, but rather the general

welfare of the broader population. The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) (section 195(1) (e) acknowledges that by effecting the democratic principle of consultation it is exercising the constitutional right of the citizens Guan (1997: 176-199). Basically one of the most basic reasons for the public service undertaking consultation is because agreement building should be present in all essential public endeavors Dadoo (1997: 115). Another effect of consultation is that it adds to the authenticity of public policies and thus ultimately preventing resistance to those policies from the public (De Vries 1997: 161).

The question that needs to be asked constantly is how service delivery can be improved, and this can only be answered and achieved through consultation to the citizens. It is especially important that those who are closest to the point of public service delivery be asked how to improve performance, (Mitchell 1991: 72) whilst offering them visible support and encouragement (Fourie 1998: 231). Thus in aspect of this research this practically entails that the public service sector should consult the community on how they view e-governance in respect of which utilities particularly need extra support through e-governance tools and initiatives.

#### **1.12.9 SERVICE STANDARDS**

Service standards are enabled by setting targets, which is usually part of the public sector planning cycle. The service standards and the targets that are set should involve the ultra collective efforts of a wide cross section of citizens so as to ensure broad participation of the public as well as satisfaction. The set service standards planned

should include a review of the departments past performance against agreed upon targets of the particular period in time to allow for an analysis of the prospects for the future Dadoo (1997: 120).

This implies that public servants within their distinct department should confirm that they know exactly what is expected of them according to the public service delivery standards in terms of the expected quality, quantity, time and cost. Thus public institutions should constantly strive towards improving their service delivery because there is no such thing as an ultimate arrival when it comes to public service delivery. Hence it is also quite important to remember that customer expectations do not stand still because there is never a balance between the scarcity of resources and increasing needs and wants of the citizens. This implies that there is need for constant review of service standards in every public department.

#### **1.12.10 LOCAL ECONOMIC DEVELOPMENT (LED)**

Local Economic Development (LED) emanates from the notion of development a concept that is difficult to define using one definition. Development can be defined from economic, political and social perspectives but in simple terms it is defined as the progression from simpler or lower levels to a more advanced, mature or complex form or stage. It is a gradual advancement or growth through a series of growth initiatives, leading to a series of progressive changes in people's lives. This is consistent with Sen (1999:3) who posits that, enhancing human freedom is the ultimate goal of social and economic arrangements and the most efficient means of realising general welfare,

which he terms development. According to Clarke (1990:20) development on the other hand can be defined as the achievement of economic growth and hence improved living standards.

This is achieved by improving the use made of a country's human, natural and institutional resources. This definition gave birth to the concept of LED which evolves from the notion of Developmental Local Government (DLG). The White Paper on Local Government, (1998) defines developmental local government, as a local government committed "to work with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives". LED then is the tool used to achieve this main objective and in the essence of this research LED can thus be achieved through the support of e-governance tools and initiatives to ensure the efficiency and effectiveness of public service delivery within municipalities.

According to Kanyane (2008:698) LED is an international tool which is also tried and tested in South Africa with the broad aim to increase access to resources, entail poverty alleviation and redistribution of resources and opportunities to benefit all communities. LED is thus a local driven outcome encompassing all stakeholders. This therefore means that the community must play the leading role and the municipalities as governments closest to the people must encourage the public to ensure optimal support. Thus it is the mandate of the government to find and develop strategies to promote quality service delivery through e-governance for the socio-economic

development of citizenry. In this research, focus was mainly on assessing the role of e-governance as a support system to service delivery in the South African public service sector for the ultimate development of the citizens and society at large.

#### **1.12.11 INTERGRATED DEVELOPMENT PLAN (IDP)**

The South African government adopted the IDP which is aimed at ensuring greater intergovernmental harmonisation, coordination, integration and alignment in the post-apartheid era. Cloete (2012:76) posits that each local municipality in South Africa has to draft and adopt integrated development planning as a method to plan for future development in their geographical areas. Broadly speaking, integrated planning is about different and various actors and sectors working together for a commonly designed agenda. This is because good planning is integrated since it takes into account diverse perspectives which allow all the relevant decision makers to find optimal solutions to critical issues affecting the citizens Litman (2006). Integrated development planning is important for the public service sector to ensure quality public service delivery; because the lack of coordination between diverse stakeholders in each municipality is likely to prevent sound developmental strategies from being converted into concrete municipal achievements. Integrated Development Planning is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development. There are six main reasons why a municipality should have an IDP:

- Effective use of scarce resources

- It helps to speed up service delivery
- It helps to attract additional funds from potential investors
- Strengthens democracy
- Helps to overcome the legacy of apartheid
- Promotes co-ordination between local, provincial and national government Cloete (2012:75).

Thus it is essential to understand that an IDP is a key tool for the implementation of e-governance tools and initiatives for the local government. This is because all the six reasons that determine on why every municipality should have an IDP seek to clearly promote efficiency and effectiveness in the public service sector, simultaneously this being the mandate of e-governance. Hence the successful implementation of e-governance tools at the local government sphere is determined by its strategic linkage to the municipal IDP to ensure coordination and smooth integration of municipal activities.

### **1.13 ETHICAL CONSIDERATIONS**

Research requisite is not to generate complications for the society, but rather research should be a resolution to societal complications. This simply implies that to obliterate any detriment to the research process, the research ethics seek to guide the researcher in the entire research process and the researcher should adhere to the set ethical guidelines. It is essential that with the document study approach, the researcher avoids any forms of plagiarism by ensuring and acknowledging proper citation of all the used



sources of references in the research. Thus in regards to this research, the researcher received ethical clearance from the University Research Ethical Committee (UREC) to proceed with the research project.

## **1.14 RESEARCH CHAPTER OUTLINE**

This research study will consist of five chapters and below is the brief description of the chapters with the main emphasis on how the researcher will achieve the objectives through the entirety of the research in each chapter.

### **1.14.1 CHAPTER 1: INTRODUCTION**

This chapter introduces and discusses the background of the study, the statement of the problem, aims objectives, research questions and significance of the research. This chapter also details on relevant and best applicable research methodology for the research. The chapter further clarifies and defines the key concepts and terms that will be used in the study as well as the conceptual evaluation and limitations of the research project.

### **1.14.2 CHAPTER 2: LITERATURE REVIEW**

This chapter discusses the relevant and related literature as well the theoretical framework that is supporting the structure of the research. The information will be gathered from books, scholarly journals, dissertations, government documents,

government portals as well as presented papers. This chapter is the mother body of the entire research because all the other chapters branch from chapter two.

### **1.14.3 CHAPTER 3: RESEARCH METHODOLOGY**

This chapter focuses on research methodology and research design of the research. This chapter also discusses on the instruments of data collection, procedures of data collection and data analysis methods as well as the ethical considerations applied to the research.

### **1.14.4 CHAPTER 4: PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS**

This chapter will be focused on the presentation, analysis and discussion of findings in light of the presented results based on relevant literature analysed in Chapters two and three. The research findings were thematically discussed in an attempt to achieve the objectives of the research thereby responding to the research questions.

### **1.14.5 CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

This chapter encompasses the conclusions, recommendations and the overall summary of the findings that will be discussed in chapter four of the research.

## **1.15 SUMMARY**

This chapter gave an introductory assessment of the role of e-governance in service delivery in the public service sector of South Africa. This chapter is set to indicate that the harnessing of ICT through e-governance is pivotal in perpetuating efficient and effective public service delivery. Thus seemingly governments around the globe are becoming online handled and many developing countries are now implementing a general policy to make available government information and services electronically to the public. Hence there is certainly no dispute that e-governance is gradually entering the domain of public administration concepts in developing countries as well as South Africa for the benefit of the general public who are at the receiving end of public services.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

Literature review is defined as a systematic search of published work to find out what is already known about the intended research topic and it is intended to establish the need for research Fouchie & Delpont, and (2011). Hart (1998) reveals that literature review is the selection of available documents on the topic written from a particular standpoint to fulfill certain aims or express certain views on the nature of the topic and how it is to be investigated, and the effective evaluation of these documents in relation to the research being proposed (Cited in Booth et al, 2012:02). Literature review also enables the researcher to familiarize with the latest developments in the particular area of study and thereby attempts to bridge the gap between what the researchers intends to research on and what is available. Therefore this chapter therefore seeks to disentangle all the information pertaining to e-governance and public service delivery from available literature, past research and existing formulated theories, since this research is guided by the desktop approach.

The scope of the research can best be aligned to the research objectives mentioned herewith in Chapter one (1). The literature will therefore be on the basis of the entire e-

governance tools and their contribution and e-governance access, factors affecting e-governance access, e-governance frameworks and the state of e-governance in South Africa. These topical areas will be discussed in this chapter. To achieve the compilation of this chapter various sources were explored including books, journal articles, official reports, government websites and portals. This section consists of three sub-sections, which are inclusive of the conceptual framework, the theoretical framework and the empirical evidence supporting this research on e-governance tools and initiatives as a support system for service delivery to the public service sector.

## **2.2 CONCEPTUAL FRAMEWORK**

The aim of this section is to unpack and review the meaning of concepts that interlink e-governance and public service delivery as espoused on below. This section will also cover the literature component of this research basing on empirical evidence of already existing e-governance tools and initiatives in the public service sector of South Africa to ensure efficient and effective service delivery.

## **2.3 DEFINITION OF KEYWORDS AND CONCEPTS**

For the purpose of this research the following terms and concepts are listed, defined and described below.

## **.12.1 GOVERNANCE**

Governance is a specific term used to describe changes in nature and role of the state following public sector reforms Bevir (2008:3). Governance is also defined as the democratization, effective, efficient and accountable government ruling with respect for human rights and law Converse and Druckman (1992:4). Thus more generally governance refers to all patterns of ruling, which maneuver responsiveness of government and timely decision making. Hence every activity of ruling administered by the government on its citizens is practically the complete aspect of governance.

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simply implies that the outcomes of public administration are aimed at service delivery and the improvement of the general welfare of the people. Hence the essence of this research seeks to assess by exploration how e-governance can act as a support system for service delivery in the public service sector, in spite of the ever increasing service delivery protests.

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## **.12.6 ACCESS**

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Service standards are enabled by setting targets, which is usually part of the public sector planning cycle. The service standards and the targets that are set should involve the ultra collective efforts of a wide cross section of citizens so as to ensure broad participation of the public as well as satisfaction. The set service standards planned should include a review of the departments past performance against agreed upon targets of the particular period in time to allow for an analysis of the prospects for the future Dodoo (1997: 120).

This implies that public servants within their distinct department should confirm that they know exactly what is expected of them according to the public service delivery standards in terms of the expected quality, quantity, time and cost. Thus public institutions should constantly strive towards improving their service delivery because there is no such thing as an ultimate arrival when it comes to public service delivery. Hence it is also quite important to remember that customer expectations do not stand still because there is never a balance between the scarcity of resources and increasing needs and wants of the citizens. This implies that there is need for constant review of service standards in every public department.

## **.12.9 LOCAL ECONOMIC DEVELOPMENT (LED)**

Local Economic Development (LED) emanates from the notion of development a concept that is difficult to define using one definition. Development can be defined from

economic, political and social perspectives but in simple terms it is defined as the progression from simpler or lower levels to a more advanced, mature or complex form or stage. It is a gradual advancement or growth through a series of growth initiatives, leading to a series of progressive changes in people's lives. This is consistent with Sen (1999:3) who posits that, enhancing human freedom is the ultimate goal of social and economic arrangements and the most efficient means of realising general welfare, which he terms development. According to Clarke (1990:20) development on the other hand can be defined as the achievement of economic growth and hence improved living standards.

This is achieved by improving the use made of a country's human, natural and institutional resources. This definition gave birth to the concept of LED which evolves from the notion of Developmental Local Government (DLG). The White Paper on Local Government, (1998) defines developmental local government, as a local government committed "to work with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives". LED then is the tool used to achieve this main objective and in the essence of this research LED can thus be achieved through the support of e-governance tools and initiatives to ensure the efficiency and effectiveness of public service delivery within municipalities.

According to Kanyane (2008:698) LED is an international tool which is also tried and tested in South Africa with the broad aim to increase access to resources, entail poverty

alleviation and redistribution of resources and opportunities to benefit all communities. LED is thus a local driven outcome encompassing all stakeholders. This therefore means that the community must play the leading role and the municipalities as governments closest to the people must encourage the public to ensure optimal support. Thus it is the mandate of the government to find and develop strategies to promote quality service delivery through e-governance for the socio-economic development of citizenry. In this research, focus was mainly on assessing the role of e-governance as a support system to service delivery in the South African public service sector for the ultimate development of the citizens and society at large.

#### **.12.10 INTERGRATED DEVELOPMENT PLAN (IDP)**

The South African government adopted the IDP which is aimed at ensuring greater intergovernmental harmonisation, coordination, integration and alignment in the post-apartheid era. Cloete (2012:76) posits that each local municipality in South Africa has to draft and adopt integrated development planning as a method to plan for future development in their geographical areas. Broadly speaking, integrated planning is about different and various actors and sectors working together for a commonly designed agenda. This is because good planning is integrated since it takes into account diverse perspectives which allow all the relevant decision makers to find optimal solutions to critical issues affecting the citizens Litman (2006). Integrated development planning is important for the public service sector to ensure quality public service delivery; because the lack of coordination between diverse stakeholders in each municipality is likely to prevent sound developmental strategies from being converted into concrete municipal

achievements. Integrated Development Planning is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development. There are six main reasons why a municipality should have an IDP:

- Effective use of scarce resources
- It helps to speed up service delivery
- It helps to attract additional funds from potential investors
- Strengthens democracy
- Helps to overcome the legacy of apartheid
- Promotes co-ordination between local, provincial and national government Cloete (2012:75).

Thus it is essential to understand that an IDP is a key tool for the implementation of e-governance tools and initiatives for the local government. This is because all the six reasons that determine on why every municipality should have an IDP seek to clearly promote efficiency and effectiveness in the public service sector, simultaneously this being the mandate of e-governance. Hence the successful implementation of e-governance tools at the local government sphere is determined by its strategic linkage to the municipal IDP to ensure coordination and smooth integration of municipal activities.

## **2.4 DISTINCTION BETWEEN E-GOVERNANCE AND E-GOVERNMENT**

There is great distinction between the private and public sector and the responsibility of the government to the electorates is the main, obvious and distinct one. Thus the government is the body and governance is therefore inclusive of the activities that the electorates expect from the government. Seemingly there are some authors who make no distinction between the differences that exist between e-governance and e-government. Hence the aim of the discussion below is to separate the two concepts and their distinct content as discussed within the contextual root of this research. This is because the terms government and governance simply point to different aspects of the relationship between citizens and their political structures. This implies that the terms e-governance and e-government should not be used interchangeably as the same concept.

One of the remarkable consequences of the internet revolution (e-services) to the government is the shift in approach to the citizen concerns. Thus it is integral to understand that there are serious differences in how the vocabulary is used with reference to e-government and e-governance. There are some authors who make no distinction between e-government and e-governance as espoused on above. For instance the official Website of the Karnataka State Government in India defines e-governance as “delivery of government services and information to the public using electronic means” (Karnataka State Government, undated). There is very little to distinguish this quote from most working definitions of e-government; however, the discussion below increasingly separates the two distinct concepts. This discussion



serves to draw attention to the difference that exists and to understand the difference is vital in understanding the challenges emerging for both policy makers and public administrators in executing e-services in the public sector Mc Niven and Marche (2003:76).

“Governance” on the one hand and “government” on the other directly point to different aspects of the relationship that exists between citizens and their political structures. Governance stresses the ways in which decisions are made, while government stresses on the way in which these decisions are carried out Mc Niven and Marche (2003:80). Delivery of a public service is a function of the government, while determining whether or not to provide a service relates to governance. The distinction that exists between e-government and e-governance for the purposes of this research is that e-government is the provision of routine government information and transactions using electronic means, most notably those using Internet technologies, whether delivered at home, at work, or through public kiosks and e-governance on the other hand is an intact technology-mediated relationship between citizens and their governments from the perspective of potential electronic deliberation over civic communication, policy evolution, and in democratic expressions of the citizens will Tladagi (2007).

For the International Centre for e-governance, the term e-governance has very broad implications including new models of policy formulation, new forms of citizenship, new patterns of relationship and power as well as new options for economic development Tladagi (2007). The President of South Africa Jacob Zuma in the SONA 2013 stressed

the need for creativity in bridging the gap between the services provided, and the community which is to be served. Thus in digesting these words for the purpose of this research, it is crucial to understand that e-governance and e-government are two distinct concepts because e-governance goes beyond the concept of the government by involving the governed more, through citizen interaction, citizen empowerment and public participation.

## **2.5 THE CONTEXT OF E-GOVERNANCE IN THE PUBLIC SERVICE DELIVERY**

The vision of e-governance is to ascertain the optimisation of public services so that the government can achieve its goals of governing through efficient delivery of public services. One especially sensitive issue, which may prevent or delay public service delivery, is the issue of corruption and fraud as detailed in the Public Service Commission Report (c) (2010). These fraudulent activities severely negatively imply on public financial resources, structural resources as well as the human resources and this particularly derails the execution of e-governance initiatives and contributions to service delivery. Within the e-governance policy and strategic framework, there is no particular focus on how the government will address the issue on non-delivery of services or inefficient service delivery to citizens. However a number of important strategies have been devised in place to address the specific problems of corruption and fraud and these are inclusive of other e-governance initiatives that have been implemented.

Thus the government launched South Africa's National Anti-Corruption Program followed by hosting and attendance of several Public Service and National Anti-Corruption Summits. Late in 1999 the Government also co-hosted the 9th International Anti-Corruption Conference and at the beginning of 2002 the Government adopted the Public Service Anti-Corruption Strategy Public Service Commission Report (c) (2010). These devised means and strategies were aimed at ensuring that the implications of corruption through fraudulent activities in the public service delivery sector were minimised and ultimately dissolved. In essence public services would be delivered efficiently and effectively and this would not hinder the mandates and objectives of e-governance tools and initiatives as a support system for service delivery in the public service.

## **2.6 THE NEED FOR E-GOVERNANCE IN SERVICE DELIVERY AS A SUPPORT SYSTEM**

The role that e-governance plays in the public service delivery sector is an integral one due to the fact that it is injecting the much needed efficiency and effectiveness into the ailing public service delivery sector which is associated with the ever recurring service delivery protests. Hence e-governance does not bring new public services, but it however acts as a pillar of strength by being a support system for the public service delivery sector for the benefit of both the government and the public as explained below.

### **2.6.1 IMPROVED PUBLIC SERVICE DELIVERY**

The power of technology is undoubtedly taking over traditional methods of carrying out tasks either in the private sector or public sector within modern societies because people are looking for better and faster means of service provision. Thus UNESCO (2005:07) indicates that electronic delivery of information and services by the government not only results in efficiency, better quality but above all facilitates the equitability of services. Once public service provision is made available through the internet, Kiosks, Integrated Service Centers and mobile devices, it becomes very convenient for people in urban as well as the rural parts of the country to avail these services regardless of their geographical locations. The government of South Africa is in the process of making a lot of investments in an attempt to extend the communication infrastructure to the remotest parts of the country so as to bridge the gap in the quality of service provision of the pre-1994 era that had a racially built public service sector. Thus the increase in speed, efficiency, transparency and convenience arising out of electronic service delivery also augments on the image of the government and creating more benefits for the general public who are at the receiving end of public services.

### **2.6.2 CITIZENRY EMPOWERMENT**

The essence of e-governance in the public service delivery sector as a support system enables sharing of information with the relevant stakeholders and the outcome is the voluntary involvement of the public. Public participation resultantly leads to citizenry empowerment because the public has the ability to participate in the process of

governance through e-governance. It is undeniable that citizenry empowerment triggers and increase in the voluntary participation of citizens in governance, decision making, policy making and in service delivery matters that affect them and this strengthens democracy UNESCO (2005:07). Batho Pele principles were developed to address the racially instituted pre-1994 public service delivery sector.

Thus the Batho Pele Principles were aimed at involving the public in matters that concern them so as to empower the citizens by placing them first. Hence it is the mandate of the government to increase better and faster access of public services to the citizens of South Africans, particularly those who are at a disadvantage of access due to class, race or geographical locations. E-governance has the capability to empower citizens through electronic participation in various programs, for instance electronic voting (e-voting) and electronic bidding (e-bidding) in matters of governance that involve them.

### **2.6.3 TRANSPARENCY**

The Batho Pele principle of transparency enables that all government activities by both public officials and departments are not concealed but revealed to the public to whom services are being delivered. Through e-governance services provision, citizens are able to enquire on matters they wish to through various government portals and the Department of the Presidency even has a hotline to cater for citizen dissatisfaction issues. This is aimed at reducing corruption by officials in governmental departments by the public officials and the quality of their service provision. E-governance undeniably

promotes effectiveness in transparency and accountability because there are some means of citizen participation which are handled by an electronic system rather than humans who are susceptible to bribery, forgery and corruption. The systems are usually equipped with instant accounting systems which make human tempering of municipality or any other public funds lesser.

#### **2.6.4 REVENUE GENERATION**

UNESCO (2005:07) also mentions that effective use of ICTs can minimize transaction costs and streamline government operations thus making government processes more efficient and effective. Satyanarayana (2004:16) mentions that e-governance results in significant cost reduction basing on the fact that the automation of processes reduces manpower costs, besides costs of accounting, compilation, reporting and review. This in turn intertwines with the Batho Pele principle of creating value for money for the citizens in public service provision. Any government expenditure incurred while serving the needs of people has to be tied to the creation of value for money for those citizens.

#### **2.6.5 CITIZENRY PARTICIPATION**

E-governance's benefits include efficiency, transparency, accountability and responsiveness to the outcries of the public which all lead to an overall improvement on the image of the government in the minds of the citizens. An increase in the level of trust imposed by citizens simultaneously lead to citizenry participation in issues that concern them when dealing with the government, which is a major objective for good public service delivery. UNESCO (2005:08) posits that as e-governance promotes

citizenry participation this has a social benefit as service delivery protests decrease because an increases in cooperation between different segments of the population and stakeholders all adding to the common goal of developing a nation.

## 2.7 SUB CATEGORIES OF E-GOVERNANCE

In South Africa, the Vision 2014 describes an inclusive Information Society, one in which the use of ICTs will be harnessed to ensure that everyone has fast, reliable and affordable access to information and knowledge that will enable them to participate meaningfully in the community and economy. The vision for e-governance expressed in the approved e-governance discussion document entitled, “Electronic Government, The Digital Future: A Public Service IT Policy Framework”, published in 2001 by the Department of Public Service and Administration recommended that an e-governance initiative should address four main domains as tabled below:

<b>PARTIES OF COMMUNICATION</b>	<b>CONTENT</b>	<b>DOMINANT CHARACTERISTICS</b>	<b>DEFINITION</b>	<b>EXAMPLE</b>
Government-to-Government (G2G)	Government information and services	Communication, coordination, standardization of information and services	E-administration	Establishing and using a common data warehouse

Government-to-Citizen (G2C)		Communication, transparency, accountability, effectiveness, efficiency, standardization of information and services, productivity	E-government	Government organization Web Sites, e-mail communication between the citizens and government officials
Government-to-Business (G2B)		Communication, collaboration, commerce	E-government, e-commerce, e-collaboration	Posting government bids on the Web, e-procurement, e-partnerships
Government-to-Civil Society Organizations (G2SC)		Communication, coordination, transparency, accountability	E-governance	Electronic communication and coordination efforts after a disaster

**TABLE 2.1: SUB-CATEGORIES OF E-GOVERNANCE**

Source: Yildiz (2003)

- E-government : the application of information technology intra-governmental operations



(Government to government or G2G)

- E-service : the application of information technology to transform the delivery of public services

(Government to Citizens or G2C)

- E-business: the application of information technology on operations performed by government in the manner of Government to business (G2B) transactions. For example procurement and tendering of services from the private sector) the vision for achieving excellence in e-governance in South Africa is to ensure that the public sector maintains good relations with the private sector formed under the Public Private Partnership Framework.

The ability to provide e-governance services and information online is becoming a benchmark for the governments in both developed and developing nations. E-governance brings out improved service delivery, access to public information as well as promoting an open and transparent form of government, which are just some of the merits it has to offer inter alia. Therefore in an attempt to provide the community with efficient and effective public services, e-governance is an essential component of good governance, because it involves new, better, faster and cheaper ways of delivering information and public services. Saxena (2005:486) acknowledges that e-governance carries benefits for both the government and the governed (public community) as indicated on below.

## 2.8 GOALS AND MERITS OF E-GOVERNANCE TO THE GOVERNMENT AND THE PUBLIC

<b>GOALS</b>	<b>MERITS OF E-GOVERNANCE</b>
<b>Increasing Transparency</b>	<ul style="list-style-type: none"> <li>• Dissemination of government rules and procedures; citizen's charters; government performance data to wider audience.</li> <li>• Disclosure of public assets, government budget; procurement in-formation and</li> <li>• Making decisions of civil servants available to public.</li> </ul>
<b>Reducing Administrative corruption</b>	<ul style="list-style-type: none"> <li>• Putting procedures online so that transactions can be easily monitored</li> <li>• Reducing gatekeeper role of civil servants through automated procedures that limit discretionary powers</li> <li>• Eliminating the need for intermediaries</li> </ul>
<b>Improving Service Delivery</b>	<ul style="list-style-type: none"> <li>• Less time in completing transactions</li> <li>• Reduction of costs associated with travel for citizens to interact with the government</li> <li>• Improving governments' ability to deliver service larger segment of population.</li> </ul>
<b>Improving Civil Service Performance</b>	<ul style="list-style-type: none"> <li>• Increased ability of managers to monitor task completion rates of civil servants by automating tedious work.</li> <li>• Improved efficiency of civil servants by automating tedious work</li> <li>• Increased speed and efficiency of inter and intra agency workflow and data exchange</li> <li>• Eliminating redundancy of staff.</li> </ul>
<b>Empowerment</b>	<ul style="list-style-type: none"> <li>• Providing communities with limited or no access to government with new channel to receive government services and information. Reducing the brokerage power of intermediaries</li> </ul>

<b>Improving Government Finances</b>	<ul style="list-style-type: none"> <li>• Reducing cost of transactions for government processes</li> <li>• Increasing revenue by improving audit functions to better track defaulters and plug leakages by reducing corruption</li> <li>• Providing better control of expenditure</li> </ul>
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**Table 2.2: GOALS AND MERITS OF E-GOVERNANCE**

Source: Bhatnagar (2004)

Based on the table above it is significant to note that if implemented properly e-governance has the ability to support public service delivery thereby promoting efficiency and effectiveness in public service sector. Thus e-governance has the potential to transform the local, provincial and national government in the Republic of South Africa as a support system for the public service domain. However e-governance services that are delivered online should not be seen as new services or different services but rather as a new and efficient method of delivering existing services using ICT to improve convenience, save time and decrease costs Bhatnagar (2004).

## **2.9 LEGISLATIVE AND REGULATORY FRAMEWORKS OF E-GOVERNANCE IN SOUTH AFRICA**

The post-1994 era has witnessed the formulation of various legislative requirements which are designed to direct the local, provincial and national departments of South Africa. Hence with the inception of independence in 1994 several governmental reforms have been put in place with the aim of improving public service delivery. South Africa has been adopting certain models that drive the country's service delivery towards

efficiency and effectiveness. These reforms have their foundation firmly laid in the Constitution of the republic of South Africa 1996 which is the supreme law of the Republic of South Africa. The Constitution of South Africa 1996 is structured in several pieces of legislature that are in support of each departmental mandates. Thus the DPSA is completely dedicated to addressing matters of public service delivery and administration in the Republic of South Africa. In addition to the Constitution, for the purpose of this research, the following legislative frameworks are crucial for the promotion of e-governance as a support system for service delivery in the public service sector.

### **2.9.1 THE DEPARTMENT OF PUBLIC SERVICES AND ADMINISTRATION (DPSA)**

The principal responsibility for overseeing, driving and coordinating the transformation process will rest with the Minister for the Public Service and Administration, on behalf of Cabinet and Parliament. OMPSA will concentrate in particular on two main functional areas: public service policy and reform, and labour relations policy and central negotiations. It has been made clear, however, that its first major area of responsibility will be that of serving the Ministry in all aspects of its role in facilitating the transformation of the public service into one that will efficiently and effectively serve the new democratic order.

The DPSA is currently working on a revised strategy to tackle e-governance issues across all departments in the public service sector. The strategy intends to overcome the prevalence of uncoordinated and isolated project approaches and is meant to

establish itself as a one stop solution for e-governance solutions. The strategy is also intended to improve service delivery in all areas of e-governance in the public service sector. For the South African government, the focus is on G2G, G2BC and G2C activities. The DPSA is therefore tasked to ensure improved service delivery and this is facilitated by structuring e-governance awareness strategies and thereby modeling e-governance initiatives and tools so as to work towards on providing expertise on e-services in the public service sector.

The DPSA is therefore the responsible agent for the development and coordination of the South African government's overall e-governance strategy for the public service sector. The key legislative framework that governs e-governance is the Public Service Act, (Act 103 of 1994) and its subsequent amendments. This Act provides for, amongst others, the establishment of norms and standards relating to e-governance and information management in the public service sector. The ICT's responsibility for the national and provincial government resides with the Minister of Public Service and Administration and the necessary legal framework and functional bodies that have also been created since the onset of the independence of South Africa in 1994 and these also include the State Information Technology Agency Act, (Act 88 of 1998).

Prior to the attempt by DPSA to strategically coordinate e-governance in South Africa, there have been numerous national, provincial, and local e-governance initiatives that have been implemented to address service delivery challenges. The Western Cape provincial initiative termed as the Cape Gateway is regarded as one of the pioneers of

e-governance tools and initiatives to address service delivery challenges in South Africa. Through the intervention of the DPSA the South African public service sector has gone to implement a variant of e-governance initiatives which are all aimed at relieving the backlog of service delivery. Some of these e-services include the e-filing system, the e-Natis, the smart ID, the e-toll, the e-procurement system, the e-health strategy, the e-learning system and notwithstanding the Cape Gateway itself.

A number of policy measures have been identified as critical in creating an enabling environment for the implementation of e-governance. These include: Minimum Information Security Standards, Handbook on Minimum Interoperability Standards, Electronic Communications Transaction Act of 2002, and the Law Commission Issue Paper on Privacy Public Service Act and The Convergence Bill which is now called The Electronic Communications Bill. The Electronic Communications Bill further gave birth to the South Africa's Electronic Communications Transactions Act, 25 of 2002. The Electronic Communications Bill is the proposed new legislation that enabled the transformation of South Africa's telecommunications industry after it was signed into law at the end of April 2006. The Public Service Regulations of 2001 also enabled e-governance implementation.

### **2.9.2 PUBLIC FINANCE MANAGEMENT ACT, (ACT 1 OF 1999)**

The Public Finance Management Act (PFMA), 1 of 1999 is an extensive act which is based on the financial legislation governing the national and provincial spheres of government. The legislation provides inter alia for securing the financial and sustainable

financial affairs of the local, provincial and national departments and to establish budgetary norms and standards. This piece of legislation seeks to promote sound financial administration by requiring arrangements regarding supervision over governmental financial matters by national Treasury. It also includes requiring every municipality to open a bank account for revenue received and from which payments can be made, hence the requirement that a budget must be approved for every financial year before the commencement of the financial year to which it applies. Thus in the context of this research this legislative framework is quite significant because the implementation of e-governance tools and initiatives require certain budgetary requirements which need to be strategically aligned to the Medium Term Expenditure Framework (MTEF). This alignment is mandatory so as to propagate the full establishment and implementation of the devised e-governance tools and initiatives in support of efficient and effective service delivery as provided for by the integrated financial management information system (IFMIS).

The Public Finance Management Act, (Act 1 of 1999) has the following key objectives:

- To modernise the system of financial management in the public sector
- To enable public sector managers to manage, but at the same time be held more accountable
- To ensure the timely provision of quality information
- To eliminate waste and corruption in the use of public assets.

Hence through the IFMIS as provided for by the Public Finance Management Act, (Act 1 of 1999) it seeks to ensure that the financial system of the public sector promotes

transparency in an effective and efficient manner. Thus with the move from paperless governance to e-governance, IFMIS comes as a means to thwart the high rates of corruption, fruitless and wasteful expenditure associated with public funds.

### **2.9.3 MUNICIPAL FINANCE MANAGEMENT ACT, (ACT 56 OF 2003)**

The Municipal Finance Management Act (Act 56 of 2003) as provided for by the PFMA 1 of 1999 is meant to modernise the financial management systems of local government in South Africa. It is the overarching legislative requirement for municipal finance management in local government and it is in support of cooperation across all the three spheres of government through a system of financial mutual support. Section 155 (1) of the Constitution of the Republic of South Africa (1996), stipulates that municipalities play a supporting role in planning and coordination of financial activities within their boundaries. This implies that in respect of quality service delivery Municipalities need to closely and efficiently manage their finances.

Hence e-governance tools and initiatives come as measures to relieve the financial burden on the public service sector. This is because the inception of e-governance is aimed at cost effectiveness of public services and resultantly rendering those services faster and better. Evans & Yen (2006:208) acknowledge that the implementation of e-governance has been extensively commended in that it provides innovative momentum to deliver services quickly and efficiently. Furthermore Magnus and Sani (2013:353) in Ijeoma and Nwaodu also assert that technology has allowed people to complete more



tasks in less time and with less effort, thus simplifying life for existence. Hence the Municipal Finance Management Act, (Act 56 of 2003) seeks to propagate the mandate of e-governance which is to deliver public services cost effectively, faster, quicker and better. Therefore it is imperative that the devised e-governance initiatives and tools be strategically in coordination with the legislative framework to avoid any inadvertent costs to the public service and the public in general.

#### **2.9.4 STATE INFORMATION TECHNOLOGY AGENCY (SITA) ACT, (ACT 88 OF 1998)**

The State Information Technology Agency (SITA) was established in 1999 after the promulgation of SITA Act, (Act 88 of 1998) to consolidate and coordinate the State of South Africa's information technology resources. The agency was formed in order to accomplish cost effectiveness by reaching a larger scale, as well as an increase in delivery capabilities and improvement in interoperability for the public service sector. As provided for by the Act the SITA is committed to leveraging information technology as a strategic resource for the government of South Africa. The SITA Act 88 of 1998 espouses that the agency is aimed at managing the e-procurement system and the delivery process to ensure that the public service sector and the citizens both get value for money in the use of information technology to support the delivery of e-governance initiatives and tools. It is imperative to acknowledge that SITA is the largest information technology business handler of information technology products and services in the government of South Africa ([www.sita .co.za](http://www.sita.co.za)) as provided for by the SITA Act 88 of 1998.

The Act alludes to the fact that SITA has to ensure that the improvement of public services, the improvement of the internal management of public services is intensified by focusing on improving productivity and cost-effectiveness, interoperability, information technology security, economies of scale, and the elimination of duplication in the service delivery cycle (DPSA, 2001). The Department for Public Service and Administration (through the Public Service Act 103 of 1994) also has the authority to determine policy and strategy on e-governance and the use of ICTs within the government. This was exercised in a strong way through the Public Service Regulations Act of 2001, when the department released an e-governance framework. In terms of the framework, each government department is required, as part of their strategic planning process, to develop an information management plan and strategy. Thus it becomes quite clear-cut that the inception of e-governance as a support system for service delivery in the public service sector is essential and mandatory. In addition the policy framework suggested the creation of a Gateway portal where all government services could be found in such a way that the services are presented according to the needs of the citizens (DPSA. 2001).

## **2.10 THEORETICAL FRAMEWORK**

In the research process it is obligatory that the research be structured along a theory or theories. This theory seeks to substantiate the objectives of the research by aligning it to the broad objective of the research. Hence theoretical approaches to e-governance purport that e-governance is driven by the motive to elevate social development of the individuals concerned Magnus and Sani (2013:350) in Ijeoma and Nwaodu. There is

however a large family of e-governance theories, but this research is best guided and applicable to the theory of Social Development.

### **2.10.1 THEORY OF SOCIAL DEVELOPMENT**

The social development theory attempts to explain qualitative changes in the structure and framework of society that help the society to better realize its purposes Magnus and Sani (2013:350) in Ijeoma and Nwaodu. Development can be defined from economic, political or social perspectives but in simple terms it is defined as the progression from simpler or lower levels to a more advanced, mature or complex form or stage Magnus and Sani (2013) in Ijeoma and Nwaodu. Thus development is simply a gradual advancement or growth through a series of growth initiatives, leading to a series of progressive changes in people's lives. Hence the theory of social development denotes that the mechanism driving social development is the increasing awareness for renovation which ultimately leads to an improvement of organizational effectiveness.

Magnus and Sani (2013:350) in Ijeoma and Nwaodu assert that when society senses opportunities for advancement it develops new procedures for the organization to exploit those new openings successfully. Hence there must be a motive and preconditions that drive for social change to occur and within this research; the need for an improved public service through the use of e-governance initiatives and tools is the motive. This implies that widespread use of computers and the application of technological innovations occur as part of the overall social development in supporting the ailing public service delivery sector.

This theory is significant to the research, which seeks to explore the role of e-governance as a support system for service delivery in the public service sector. This is because accentuating efficiency in public service delivery through e-services is a means of social development to the citizens. Hence South Africa has the e-governance vision 2014 which is informed by the development priorities expressed in the Millennium Development Goals of 2015 (MDG's). Thus for the social development of citizens in terms of improved public service delivery there is need to harness the power of ICT for service delivery to be more citizen centered through the implementation of e-governance initiatives and tools.

The social development theory denotes that the industrial revolution heralded a new age in economic and social change throughout the then developing world. These revolutionary events led to the so-called first wave of upliftment of human capital and sustained progress. The second wave Occurred when Countries like the United States of America, Germany and Japan extended their development curve to become significant economic powers alongside England. The third wave is currently in progress as China, India and South Africa are emerging as newly industrialized countries through the integration of Brazil, Russia, India, China and South Africa (BRICS) World Bank Data (2013).

However, the uniqueness of the third wave of industrial development is located in the fact that it coincides and is supported by revolutionary advances in information and communications technology and the successful embrace of ICT by the BRICS countries

World Bank Data (2013). From a developmental vantage perspective, it is imperative for these countries to participate in the third wave in order to improve the social and economic standard of living of their citizens. Thus as defined by Magnus and Sani in Ijeoma and Nwaodu (2013), development occurs in a series of stages and the need for development is triggered by the need for change. Hence in essence of this research there is need that e-governance facilitates social change in the South African context of public service delivery by serving as a support system to ensure effective and efficient public services.

## **2.11 MODELS OF E-GOVERNANCE DEVELOPMENT**

The development of e-governance is studied by building models of its stages. The first model by Layne and Lee (2001), argues that e-governance projects evolve through four stages of development as their integration and technological and organizational complexity increase.

- The first stage is cataloguing, providing government information by creating government agency Websites. At this stage, only one-way communication between the government and the governed is possible.
- The second stage is transaction. Agencies at this stage can provide online transactions with government agencies. This makes two-way communications possible. The cataloguing and transaction stages focus on creating an electronic interface for government information and services.

- The third stage is the integration government operations within functional areas in government. Agencies working in the same functional area integrate their online operations. For example, database sharing by the Federal Bureau Investigations (FBI), Central Investigations Agency (CIA) and the National Security Association.
- The final stage is horizontal integration. Different functional areas are integrated within the same electronic system and put to use through a central portal. The last two stages focus on the integration of the provision of e-government activities within the existing governmental structure

The second model was introduced in a study conducted by the United Nations and the American Society for Public Administration UN and ASPA (2002) and it proposed a five-stage model of development.

- The first stage is the emerging stage, in which an official online government presence is established.
- Second, the number of government sites increase in number and become more dynamic in this enhanced stage.
- The third interactive stage enables the users to download forms and interact with officials through the Web.

- In the fourth transactional stage, users have the ability to make online payments for transactions.
- The final seamless stage makes the integration of electronic services across government agencies possible. Source: Yildiz (2003).

## **2.12 THE WHITE PAPER ON TRANSFORMING PUBLIC SERVICE DELIVERY 1997**

The White Paper on the Transformation of the Public Service, published on 24 November 1995, sets out eight transformation priorities, amongst which Transforming Service Delivery is the key. The White Paper sets out a practical agenda for transforming the delivery of public services through the eight transformation priorities which have recently been amended to eleven priority areas. The White Paper is directly applicable to those parts of the public sector, both national and provincial, which are regulated by The Public Service Act, 1994. However, it is also specifically relevant to all areas and employees of the public sector regulated by other legislations such as local the government departments.

According to the White paper, improving the delivery of public services means redressing the imbalances of the past and, while maintaining the continuity of service to all levels of society, focusing on meeting the needs of the of South Africans who are living below the poverty line and those, such as the disabled, and black women living in rural areas, who have previously been disadvantaged in terms of service delivery in the pre-1994 era. Improving service delivery also calls for a paradigmatic move from

bureaucratic systems and processes to innovative ways of functioning which foster needs the public's needs first. The aim of the White Paper is to ensure service delivery is delivered better, faster and more responsive to the needs of the general public and this signifies an absolute transformation in public service provision.

When the democratic South African Government was born in 1994, its mandate was to afford the people of the country public services that were not built on racial segregation as witnessed by the pre-1994 era. Thus the White Paper had to radically transform the pre-1994 systems, procedures, attitudes and behavior that had been embedded within the Public Service, resultantly the aim of the White Paper is to pioneer an unsullied approach to the public service sector. This promise is clearly embedded in the South African Constitution of 1996, which stipulates that, the public service "must be governed by the democratic values and principles enshrined in the Constitution, including the following principles:

- A high standard of professional ethics must be promoted and maintained.
- Efficient, economic and effective use of resources must be promoted.
- Public administration must be development-oriented.
- Services must be provided impartially, fairly, equitably and without bias.
- People's needs must be responded to, and the public must be encouraged to participate in policy-making.
- Public administration must be accountable.



- Transparency must be fostered by providing the public with timely, accessible and accurate information.
- Good human resource management and career development practices, to maximise human potential, must be cultivated.
- Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.”

Clearly, the White Paper on Transforming Public Service Delivery (Batho Pele) is eloquent on the need to “put people first”. In an attempt to provide a support system for the transformation of public service delivery the government introduced the concept of Batho Pele, “people first” in 1997. This notion was expanded in the White Paper on transforming the public service, also known as the Batho Pele White Paper, which provides a policy framework to ensure that Batho Pele is closely woven into the fabric of government. The purpose of the Batho Pele as enshrined in the White Paper is to provide a policy framework and a practical implementation strategy for the transformation of public service delivery. It focuses on “how” public services are provided, rather than on “which” services are provided and its main intent is to improve the efficiency and effectiveness of the way in which the services are delivered. This being the mandate of this research to ensure that e-governance supports the delivery of services in the public sector for the benefit of both the public and the government.

## **2.13 BATHO PELE PRINCIPLES ON PUBLIC SERVICE DELIVERY**

Du Toit et al (2002:34) acknowledges that public officials are obliged to execute their functions with due consideration on Batho Pele principles. The White Paper on Transforming Public Service Delivery (1997) introduced the eight Batho Pele principles as a fresh approach to public service delivery with the recent amendment which saw three principles being added making them eleven. This implies that e-governance is part of the Public Service transformation guided by the principles of public service for all the public departments and Batho Pele principles are a component of all these principles. Batho Pele is an initiative to get public servants to be service orientated, to strive for excellence in service delivery and to commit to continuous service delivery improvement. It is a simple, transparent mechanism, which allows customers to hold public servants accountable for the type of services they deliver. This is an approach which places emphasis on administrative systems, procedures and execution of duties by public servants within the Public Service. It involves creating a framework for the delivery of public services which treats citizens more like customers and enabling the citizens to hold public servants accountable for the services they render.

Service provision remains a critical component of government delivery to South African citizens. Each of the concepts expressed in the Batho Pele principles have distinct meanings, all of which taken together set a very high standard for the providers of Public Services. The State of the Public Service Report (2013) acknowledges that

South Africa remains a highly unequal society and government's service provision has not up to now addressed this unequal situation meaningfully. Resultantly South Africa is characterized as the most unequal society in the world due to the increasingly widening gap between the rich and the poor as proven by the Gini co-efficiency of 63, 1 World Bank Data (2013). Seemingly this disparity that has infiltrated into the democratic government of post- 1994 South Africa was inherited during the pre-1994 era and it is characterised by inequality not only in the effectiveness and efficiency of service provision but also in resource allocation and distribution and this has resulted in a plethora of particular challenges when providing services in the public service sector. This is why it is thoroughly essential that the provision of public services be supported in such a way that it balances, suits and benefits every citizen, by devising various strategies such as e-governance tools and initiatives.

Batho Pele Principles came at a time when monitoring the national policies and projects were imperative to redress the imbalances of the past racially built public service sector. Thus adhering to Batho Principles ensures that vital quality public service delivery is maintained by the civil servants across every public sector in South Africa. Thus with e-governance in place, Batho Pele principles should be used as a quality criteria in ensuring the country's public service delivery needs are effectively and efficiently met. Every effort should thus be made to adhere to these principles because if applied in conjunction with departmental and provincial activities such as e-governance they will ultimately facilitate quality service delivery. The approach is encapsulated in the name which has been adopted by the initiative Batho Pele (a Sesotho meaning 'People First')

as acknowledged by the White Paper on Transforming Public Service Delivery (1997). The service delivery principles of Batho Pele according to the White Paper on Transforming Public Service Delivery (1997) are as follows:

### **2.13.1 CONSULTATION**

The White Paper on Transforming Public Service Delivery (1997) asserts that all national and provincial departments must, regularly and systematically, consult not only about the services currently provided but also about the provision of new basic services to those who lack them. This is because consultation is aimed at giving citizens the opportunity of influencing decisions about public services, by providing objective evidence which will determine service delivery priorities. There are several ways that can be devised to consult users of public services, including online customer surveys, online interviews and even utilising the provincial and national portals as tools for consultation, since these tools were developed to support the provision of public services. With the level of inequality in South Africa, efforts must therefore be made to include the views of those who have been previously disadvantaged due to geographical locations, language barriers, fear of authority or any other reason to ensure that every customer or citizen is consulted.

Citizens should be consulted about the level and quality of public services they expect and receive and where possible they should be given a choice on the services that are offered. This requires systematic and regular consultation on current and new services that directly affect them. Thus in the essence of exercising e-governance in the public

service sector citizens need to be consulted and involved, so that they know that the provincial municipality renders certain municipal utility electronically for the citizen. Through the essence of consultation the municipality is able to know if they are reaching the target population which is the citizens. They municipality is also able to know if the citizens are utilising the municipal utility as expected.

### **2.13.2 SERVICE STANDARDS**

The White Paper on Transforming Public Service Delivery (1997) denotes that all national and provincial departments must publish standards for the level and quality of services they will provide, including the introduction of new services, particularly to those who have previously been denied access to them. Service Standards must be relevant and meaningful to the individual users of the services in context, because there are certain services that will certainly be inapplicable to a particular geographical location. This simply means service standards should cover the aspects of services which matter most to users, which are the public. Standards must also be (SMART), which means specific, measurable, attainable, realistic and time-bound so that the users of the services can be able to judge for themselves whether or not they are receiving what was initially promised.

Some standards that are set attempt to cover processes, for instance such as the length of time taken to authorise a housing claim, to issue out a passport or an identity document, This means that these standards should obviously reflect a level of service which is higher than that level that was currently offered but which can however be

achieved with dedicated effort, and by adopting more efficient and customer-focused working practices. This can be aligned to the new smartcard ID process which takes only three days, whereas the turnaround time on the old green barcoded ID took about fifty-four (54) days after application. Thus it is essential that before the inception of the smart ID card, citizens be well aware of the services of the new ID card as well as its benefits which are supposed to outweigh the benefits of the old green book ID. The Department of Home Affairs (DHA) has also indicated that it is likely to be able to produce three million ID cards a year to the public and failure to deliver three- million ID cards annually the DHA should come back to the citizens and explain. The South African government through the Home Affairs National Identification System (HANIS) project also identified the smart ID card as an ideal technology to develop a secure digital identification and payment tool that will be used in future to access and pay for any public electronic services. This is a service standard that has been set and it is resultantly expected to be fulfilled by the department in particular. Although it is not quite a (SMART) standard because it is not time-bound, it just indicates that payment of public services with the smart ID card will be possible in future and thus the public service cannot be held accountable if they fail to meet this standard because the future never ends.

Setting service standards ensures that citizens should be told what level and quality of public services they will receive so that they are aware of what to expect. This implies that public servants must deliver the level and quality of services they have undertaken to provide. Failing to do so means that citizens have a right to complain and demand quality services Du Toit (2002:35). Service standards are inherently related to the level

of performance required from the particular government department. If a standard is not met, it may not be lowered, however reasons may be given why it was not attained and further processes put in place to ensure that it was attained within a new or revised target date.

### **2.13.3 ACCESS**

The Gini co-efficiency of South Africa indicates that while some South Africans are enjoy public services of first world quality, many others are living in third world conditions in accessing public services. Hence one of the major aims of Batho Pele is to provide a framework for making decisions on public service provision to the many South Africans who were and still are denied access to them. Thus the White Paper on Transforming Public Service Delivery (1997) indicates that all national and provincial departments are required to specify and set targets for progressively increasing access to public services for those who have been previously denied them. One of the significant factors affecting access to public services is the geographical locations. This is because many people who live in remote areas have to travel long distances to avail themselves of public services.

Thus it is the mandate of e-governance to attempt to bridge the gap in the disparity of service provision. For instance in terms of access to services the South African government inherited a skewed service delivery health system from the pre-1994 era and with the inception of e-governance, it has devised various tools and initiatives that are slowly closing that disparity gap. This is in particular with the e-health strategy that

was developed in the public health departments to leverage the ailing public health institutions that were collapsing due to disparities in geographical locations. The National Department of Health (NDoH 2012: 7) makes use of the definition of e-Health by the World Health Organisation which defines it as “the use of ICT for health to treat patients, pursue research, educate students, track diseases and monitor public health. Thus it is essential to note that when drawing up their e-service delivery programmes, all the national and provincial departments must develop strategies to eliminate the disadvantages of inequity in every means possible for example, language barriers, geographical location, race, gender, physical challenges and age among other significant factors that hamper access to services for the citizens.

This simply implies that by increasing access to public services all citizens should resultantly have equal access to all the services to which they are constitutionally entitled to and public servants must not withhold that from them. This is because as explained above in a democratic post 1994 South Africa some citizens are still able to access world class services, and yet some receive poor quality services and hence they are actually denied access to the same services. This has been explained by the fact that South Africa has one of the highest Gini Co-efficiency in the world, hence the gap between the services accessed by the poor and the rich is quite wide. Thus e-governance seeks to attempt to bridge the gap by ensuring equal access to services by all citizens, through provision of services electronically as enabled by ICT.



#### **2.13.4 COURTESY**

The White Paper on Transforming Public Service Delivery (1997) acknowledges that the concept of courtesy goes way beyond asking public servants to give a polite smile and to say 'please' and 'thank you', though these are certainly required. The Code of Conduct for Public Servants as issued by the Public Service Commission, strongly emphasises on the fact that courtesy and regard for the public is one of the fundamental duties of public servants, by specifying that public servants should treat members of the public "as customers who are entitled to receive the highest standards of service" State of the Public Service Report (2013). Many public servants deliver public services instinctively; and this is because they joined the public service precisely because they have a legitimate aspiration to diligently serve the public State of the Public Service Report (2013). . The Batho Pele principle of courtesy specifically requires that the behavior of every public servant be raised to the level of the best to ensure effectiveness and efficiency in service delivery.

However public servants often view complaints from the public as an intrusion or an irritation in their working lives therefore citizens should be treated with politeness and sincere consideration. This simply implies that public servants must treat citizens with respect as customers of public services irrespective of their social statuses. Hence this principle is directly attached to the code of conduct which expects municipal officials to be courteous, by treating members of the public as very important clients. E-governance as a support system to public service delivery aims to treat the citizens and users as customers, and surely the term 'Customer is king' cannot be ignored in essence of e-

governance. Thus forth it is significant to note that e-governance eliminates room for impartiality in service delivery because there is less face to face interaction because there is more web enabled interaction which does not discriminate against gender or race as previously subscribed to by the pre-1994 era. It is therefore rational to acknowledge that e-governance can be a strong support system for service delivery in the public service by eliminating elements of disgruntled public servants who hamper the main objective of courteous service provision.

### **2.13.5 INFORMATION**

The State of the Public Service Report (2013).confirms that information is one of the most powerful tools at the customer's disposal in exercising their constitutional right to promote and ensure high-quality public service. This implies that every national and provincial department should provide full, accurate and up-to-date information on the services they provide, and to whom those services are entitled to The White Paper on Transforming Public Service Delivery (1997). Dissemination of information must be done actively, in order to ensure that the relevant information is received by all those who need it and most especially those who have previously been excluded from the provision of basic public services. It is also essential that information must be provided in a variety of media and in all the eleven official languages, so as to meet the unlimited and differing needs of different customers The State of the Public Service Report (2013). Simultaneously all written information should be comprehensive to the general citizen and there should always be a name and: contact number for obtaining further information and advice from any public service department. However, it should not be

assumed that written information alone will suffice: because other people may prefer to receive information verbally,

This principle simply entails that citizens should be given full and accurate information on the public services they are entitled to receive. An imperative implication of this principle is that, should the standard of service drop for whatever reason, citizens have a right to be informed on what transpired and what will be done to rectify the arrear. This includes providing information using various tools and appropriate languages. Hence every effort should be made to ensure inclusiveness and the removal of barriers that may affect various target groups. The use of departmental web portals and web pages can also be used to support the dissemination of information to the public for service delivery. It is plausible to note that the NMBM is an example of a governmental webpage that is in vernacular in the case of Xhosa as a language option on the web page, in an attempt to curb the language barrier to effective communication because Xhosa is the first language in the Eastern Cape. It is thus vital that the information is devoid of jargon and reader friendly for the targeted audience. Tools such as toll-free help lines are also quite useful in information dissemination, as evidenced by the Presidential Hotline set up by the Office of the Presidency.

#### **2.13.6 OPENNESS AND TRANSPARENCY**

South Africa is a democratic nation that is celebrating twenty years of independence since apartheid in the pre-1994 era which was permeated by discriminatory service

delivery. Thus an increase in openness and transparency are the hallmarks of a democratic government and are also the basic fundamentals to the public service transformation process. In terms of public service delivery, their essential importance lies in the need to build confidence and trust between the public sector and the public they serve. Hence an integral aspect of this Batho Pele principle is that the public should know more about the way national and provincial and municipal departments are handled, in terms of who is in charge of which office and how the resources are allocated, distributed and spent in a clear manner. This is an essential component because a huge sum of the government expenditure is derived from tax-payers and this implies the public to whom the public servants are accountable to in service delivery.

Provision of information that is transparent and open ensures that the public consumes what is relevant and significant to them. This resultantly builds trust and confidence from the public and this promotes quality service provision. It is mandatory that all the information concerning which department is in charge of what and expenditure of funds should be published in the form of monthly, quarterly and annual reports and be made accessible for the general public in all forms of media. Hence e-governance as a support system for public service delivery comes as a vital tool through the publication of these various reports on distinct governmental and departmental web portals and pages. State of the Public Service Report (2013) notes that these web portals and pages are containers of some of the following information:

- Staff names and numbers
- Staff contact information

- Resources allocated and consumed
- Performance targets for improved service delivery
- Governmental reports
- Municipal, Provincial and National information
- Departmental information

### **2.13.7 REDRESS**

The Constitution of South Africa (1996) notes that there are a number of institutions, such as the Public Protector, the Human Rights Commission and the Auditor-General, which serve to protect the public from maladministration and impropriety by government departments. Thus because redressing is an imperative constitutional principle national and provincial departments are required to review and improve their complaints system to ensure quality service delivery is not hampered White Paper on Transforming Public Service Delivery (1997) . Through redress, Batho Pele not only appeases unsatisfied customers, but aims to change the mindset of public servants from preoccupation with service delivery to focusing particularly on the quality of service delivery. If the promised standard and quality of service is not delivered, citizens should be offered an immediate apology, a full explanation as well as an effective remedy. When complaints are delivered to the relevant office, citizens should receive a sympathetic and positive response at all times. The White Paper on Transforming Public Service Delivery (1997) developed principles that should be taken into consideration when managing redress in the public service delivery sector as outlined below:

### **2.13.7.1 Accessibility.**

Complaints systems should be well-publicised and easy to use by the general public this means that excessive formality should be avoided. Complaints systems which require complaints to be made only in writing may be convenient for the public service, however they can be off-putting to a portion of the population that is unable to read or write. Thus to ensure quality service provision, complaints can also be made in other ways, such as face-to-face, or by toll free telephone such as the Presidency Anti-corruption Hotline, should also be welcomed as tools of redressing.

### **2.13.7.2 Speed.**

Chapter 10 (195) (1) (a-i) notes that public service should be timely and this also implies to any process of redress. This is because the longer it takes to respond to a complaint, the more dissatisfied customers will become. Thus an immediate and genuine apology together with a full explanation will often be all that a customer wants. Where delay is unavoidable, the complainant should be kept informed of progress and told when an outcome can be possibly expected.

### **2.13.7.3 Fairness.**

Complaints should be fully and impartially investigated to the satisfaction of the customer involved. However many people are nervous of complaining to a senior official about a member of their staff, or about some aspect of the system malfunction for which the official is responsible. Whenever possible, therefore, an independent avenue should

be offered if the complainant is dissatisfied with the response they receive the first time around. These independent avenues are inclusive of the offices of the Auditor General, the Public Protector and the office of the Human Rights Commission

#### **2.13.7.3 Confidentiality.**

The complainant's confidentiality should be protected, so that they are not deterred from making complaints by feeling that they will be treated less sympathetically in future.

#### **2.13.7.4 Responsiveness.**

The response to a complaint, however trivial, should take full account of the individual's concerns and feelings because the concept of Batho Pele is "People First". Thus when a public service malfunction or maladministration in the public service occurs or the service has fallen below the promised service standard, the response should be immediate, starting with an apology and a full explanation as well as an assurance that the occurrence will not be repeated; and then whatever remedial action necessary should be taken. Wherever possible, staff who deal with the public directly should be empowered to take action themselves to put things right for the benefit of the public who deserve quality services from the public service.

#### **2.13.7.5 Review.**

Complaints systems should incorporate mechanisms for review and for feeding back suggestions for change to those who are responsible for providing the service, so that

mistakes and failures do not recur. The Makana Municipality and the NMBM have also incorporated various forms of redress measures by incorporating feedback forms that evaluate the satisfaction and dissatisfaction of the public in terms of public service delivery Munyoka and Manzira (2013:19). Thus the role of this research to allude to the role of e-governance as a support system for service delivery in the public service, and this is one of the plausible means that can be used for efficient redress.

#### **2.13.7.6 Training.**

Complaints handling procedures should be publicised throughout the organisation and training given to all staff so that they know what action to take when a complaint is received The Skills Development Act (Act 7 of 1998) strongly asserts that the public servants should possess the relevant skills, knowledge and attributes for the particular public service they are entitled to deliver. This is done in an attempt to reduce more complaints from the public who have unlimited needs and wants against the limited resources and public servants which the public service has to offer. Thus it is essential that those public servants should be adequately trained and skilled to offer and handle the complaints systems so as to efficiently redress.

From the abovementioned principles it is imperative that the involved municipal department be effective and autonomous so that citizens can get remedy as soon as the damage is done if possible. It is plausible to acknowledge that the NMBM web page has a feedback form on a number of indicators which are determined by the quality of



public service delivery as acknowledged by the Public Service Commission. The NMBM also has webmail boxes that citizens can use to send their arrears and suggestions on the quality of public service delivery within a particular department for efficient redress.

### **2.13.8 VALUE FOR MONEY**

The concept of the Batho Pele principles is to improve service delivery by placing the needs of the public first and extending access to public services to all South Africans. All these principles must be achieved alongside the Government's Growth Employment and Redistribution (GEAR) strategy which is aimed at reducing public expenditure and creating a more cost-effective public service. The White Paper on Transforming Public Service Delivery (1997) denotes that the Batho Pele initiative must be delivered within departmental resource allocations, and the rate at which services are improved will therefore be significantly affected by the speed with which national and provincial departments achieve efficiency savings. Resultantly efficiency is savings can then be ploughed back into improving more services which are referred to as the eight priority areas of service delivery which need more attention from the Public Service State of the Public Service Report (2013). The Public Service State of the Public Service Report (2013) argues that many improvements that the public would like to see often requires no additional resources and can sometimes even reduce costs.

It is mandatory that public services should be provided economically and efficiently in order to give citizens the best possible value for money. This principle gives citizens the right to demand that the services they receive are real value for the money paid for by them, through their taxes. This makes public servants responsible for providing efficient,

effective and economic services, which in simpler terms is real value for money Du Toit (2002:37). Public services should always be bound by value for money to the citizens because resources are scarce and yet the demands for quality services are always increasing. Therefore efforts should be made to extend services by using cost-effective e-governance strategies in public service delivery reduce fruitless and wasteful expenditure.

In an attempt to display the cognisance of cutting costs and saving in the public service the Makana municipality in Eastern Cape purchased thirty two (32) iPads for its municipal councilors Munyoka and Manzira (2013:19). The intention was aimed at moving towards paperless council meetings as well as saving photocopying and reprinting expenses with such an e-governance solutions move. The Ladysmith Municipality in Kwa Zulu Natal also purchased fifty three (53) notebooks for city councilors Munyoka and Manzira (2013:17). The aim here was to reduce the cost of paper for municipal meetings calculated at two million rands per annum Munyoka and Manzira (2013:19). Thus this is plausible in essence of the fact that the public service delivery sector is under starved from funds and hence the role of e-governance as a support system for service delivery in the public service becomes clear-cut. Simultaneously to reveal the significance of e-governance in the context of its role of being a support system for public service delivery, toll-free hotlines are also essential because citizens call at no fee expense which makes the service accessible for all and this can be revealed by the toll-free Anti-Corruption Hotline that was set up by the office of the Presidency.

### **2.13.9 ENCOURAGING INNOVATION AND REWARDING EXCELLENCE**

It is the obligation of the public service sector to encourage innovation in the public service by devising new and better strategies of delivering public services. According to the White Paper on Batho Pele Principles, government departments should also encourage partnerships with different sectors in order to improve service delivery and cut costs and excessive expenditure on the budget of the public service sector. Rewarding Excellence in the public service sector involves awarding extra incentives to the staff that goes the extra mile in making it all happen for the general public. It is not only the public who would like to see the public services progress but even the public servants themselves too. Many dedicated public servants, particularly those who serve at the grassroots level of the public service sector, are frustrated by systems and procedures which are often a barrier to good service rather than a support system.

It is obligatory that all national and provincial departments should ensure that a conducive environment for the delivery of services is created to enhance their staff's capacity to efficiently deliver quality services. The White Paper on Transforming Service Delivery 1997 with the recent amendments (Undated). This means that for instance the staff dealing with the public directly should be given the necessary support and tools to carry out their functions effectively and efficiently. These supporting tools and initiatives encompass all the e-governance tools and initiatives because Perri (2004) states that e-governance tools are used to uphold the imperative elements of innovation, accountability and quality that a democratic government requires. Evans & Yen (2006:208) further acknowledge that the implementation of e-governance has been

extensively commended in that it provides innovative momentum to deliver services quickly and efficiently, thus providing innovation.

It is therefore essential for the success of Batho Pele principles that the commitment and skills of public servants are harnessed to tackle the inefficient, outdated and bureaucratic public services so as to simplify the complex procedures and to identify innovative and better ways of delivering services. It is also vital that the efforts of the public servants, who perform well in providing customer service, be recognised and appropriately rewarded. Therefore in considering the transformation of the existing awards systems in the Public Service, the Department of Public Service and Administration should give due regard and reward by recognising and rewarding deserving efforts.

#### **2.13.10 CUSTOMER IMPACT**

Improving the quality of public service delivery should not only matter to the individual users of services, but also to the entire community to which it should make a profound impact. Thus the Public Service cannot develop a truly service-oriented culture without the active participation of the wider community, including the private sector and citizens to whom these services are aimed at. This Batho Pele principle therefore seeks to establish partnerships with the wider community in which business and industry, non-governmental organisations, academic institutions and other bodies throughout the community can all be involved. Thus the Public Service should forge these partnerships

with all the relevant bodies and frameworks in an attempt to encourage them to participate in service improvement initiatives which impacts on the services they acquire.

It is plausible to confirm that the role of e-governance as a support system for public service delivery is a profound and significant one. Hence the Department of Public Service and Administration implemented published the Public Service IT Policy Framework, published in 2001 which recommended that e-governance tools and initiatives should address four main domains. These four main domains are G2G, G2C, G2B and G2SC IT Policy Framework (2001). Therefore e-governance tools and initiatives should address these four main domains because the use of ICT in the public service should be harnessed to ensure that everyone has fast, reliable and affordable access to information and knowledge that will enable them to participate meaningfully in the community and economy. IT Policy Framework (2001)

The essence of placing all the Batho Pele Principles into practice is an attempt to then increase the chances of improvement on the public service delivery sector. Resultantly it is plausible to note that if Batho Pele principles are achieved this in turn will have a profound positive impact on the customers which are the general public. The customer impact is about how all the eleven principles strategically link together to show that the public service sector has enhanced the overall service delivery. Thus this principle is practically applied in the post-evaluation process of the public service delivery sector to

monitor and evaluate on the achieved against the anticipated and unanticipated effects. Thus it is credible to note that this principle is a retrospection of what has been done and achieved against what was intended to be achieved by the public service sector, and the impact it has on the general public. Hence this involves looking at the benefits that the public service sector would have given to the customers both internally and externally since Batho Pele is about placing the needs of the public first, "People First".

### **2.13.11 LEADERSHIP AND STRATEGIC DIRECTION**

The DPSA is the mother body which is responsible for the Public Service transformation policy and for improving the quality of service delivery. Thus it is essential that the DPSA strategically leads and directs the national, provincial and municipal departments by assisting them to disseminate the awareness of e-governance tools and initiatives and their support for service delivery in the public service to staff at all levels. This therefore implies that the DPSA should provide leadership and expertise on an ongoing basis to guide and support the national, provincial and municipal departments on e-governance implementation programmes so as to boost and assist in capacity building Public Service State of the Public Service Report (2013). The DPSA should further work in close alignment with the Public Service Commission to ensure that the progress of every department in the formulation and implementation of e-governance tools and initiatives in the Public Service is systematically monitored. This should be done to ensure that the role of e-governance as a support system for service delivery is fully and

successfully established and implemented for the benefit of the public who are the consumers of the public services.

This principle acknowledges that in the public service leaders should strategically lead by constructive example because the subordinates follow in the footsteps of their superordinates, thus if they are misguide by their superordinates then the quality of service delivery will be diminished. The White Paper on Transforming Service Delivery 1997 with the recent amendments (Undated), asserts that it is mandatory that the leaders in the public service sector create an atmosphere which allows for creativity and innovation among the workers. This implies that senior management should ensure that goals are strategically set and that planning is done in a creative way that is efficient and effective and reduces monotony. This is explained by the trickle-down effect which posits that what transpires at the top trickles down and the effects of the trickle are visible at the bottom and the general public is a mirage of what transpires at the top.

This Batho Pele principle also seeks to confirm on the essence of the e-readiness of public servants in harnessing the essence of e-governance as a support system for service delivery in the Public Service. E-readiness is defined as the degree to which a society is prepared to participate in the digital economy with the underlying concept that the digital economy can help build a better society (Krull 2003:4.). However a public servant that not e-ready will not fully utilise the efforts of e-governance as a support

system because they are not prepared to participate in the digital economy. This therefore hinders the mandatory objectives of e-governance. It is thus essential that the DPSA as the mother body of the Public Service aimed at transforming service delivery, strongly emphasises on the profound role of e-governance so that every other department within the government is prepared to maximise the efforts of e-governance and to fully utilise them in their entirety, because the senior bodies of the State would have strategically led and directed The White Paper on Transforming Service Delivery 1997 with the recent amendments (Undated). It has been made clear, however, that its first major area of responsibility will be that of serving the Ministry in all aspects of its role in facilitating the transformation of the public service into one that will efficiently and effectively serve the new democratic order.

In attempt to fully embrace this principle it is also plausible to acknowledge that the DPSA is currently working on a revised strategy to tackle e-governance issues across all departments in the entire public service sector as provided for by Public Service Act, (Act 103 of 1994). This strategy is intended to overcome the prevalence of uncoordinated and isolated project approaches and this strategy is also meant to establish in itself as a one stop solution for e-governance solutions. This clearly reveals the essence of the role of e-governance as a support system for service delivery in the public service sector which is the mandatory objective of this research to illuminate on how e-governance can sustain the slowly crippling public service. The strategy is also intended to improve service delivery in all areas of e-governance in the public service sector.



## **2.14 BASIC VALUES AND PRINCIPLES GOVERNING PUBLIC ADMINISTRATION**

Zhou (2012:133) notes that Public Administration is an integral component of governance that is concerned with the day to day implementation of government programs and provision of basic goods and services. Zhou (2012:134) further notes that Public Administration is the central channel through which public demands are funneled into state systems. This implies that both Public Administration and public administration as components of governance have to be channeled by governing principles to promote service delivery that is at par with the citizen's expectations. Thus to meet the citizen's needs the Chapter 10 (195) (1) (a-i) of the Constitution of the Republic of South Africa 1996 implemented nine basic principles that seek to guide and govern the provision of services in South Africa.

The aim of these principles was to address the imbalances of the past in which the pre-1994 era had a skewed service delivery system. The inception of e-governance as a support system for service delivery also has to be guided and governed by the same principles to ensure that service delivery is efficient and effective. This implies that any e-governance tools and initiatives that are devised have to be strategically and closely linked to these principles that are outlined below because these principles apply to administration in every public enterprise and public sphere of the government Chapter 10 (195) (2) (a-c). Hence it becomes the mandate of the Public Service Commission to ensure that these principles are implemented in the service provision of every government department Chapter 10 (196) (4) (a-g).

The Chapter 10 (195) (1) (a-i) of the Constitution of the Republic of South Africa (1996) clearly notes that Public administration must be governed by the democratic values and principles enshrined in the Constitution. The nine basic principles are clearly outlined below:

- A high standard of professional ethics must be promoted and maintained.
- Efficient, economic and effective use of resources must be promoted.
- Public administration must be development-oriented.
- Services must be provided impartially, fairly, equitably and without bias.
- People's needs must be responded to, and the public must be encouraged to participate in policy-making.
- Public administration must be accountable.
- Transparency must be fostered by providing the public with timely, accessible and accurate information.
- Good human-resource management and career-development practices, to maximise human potential, must be cultivated.
- Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.

A closer assessment of these principles reveals that the aim of service delivery is to always meet the needs of the public by ensuring services are efficient, effective, economic, and accountable and development oriented among other principles. In

principle governance is a specific term used to describe changes in the nature and role of the state following public sector reforms according to Bevir (2008:3). Perri (2004) also asserts that e-governance tools are used to uphold the imperative elements of governance through accountability and quality that a democratic government requires. Hence for e-governance tools and initiatives to reach full and maximum throttle they have to support service delivery that is citizen directed and oriented. Thus the aim of this research is to explore on how e-governance and its diverse initiatives and tools can support the public service sector to ensure quality public service delivery for the general masses of the citizens. It is essential to acknowledge that these basic principles governing public administration will be the driving mechanisms to support e-governance as a support system for public service delivery and this is because access to public services is not a privilege but a constitutional right that every South African citizen is entitled to.

## **2.15 AN ASSESSMENT OF E-GOVERNANCE STRATEGIES IN SOUTH AFRICA**

A substantial amount of research efforts already exist on the exploration of different aspects of e-governance particularly Rowley's study (2006:1) which reviews e-service literature. The key finding of Rowley's study (2006:1) clearly indicated that there was need to explore dimensions of e-governance in public service delivery, by going beyond general studies of e-governance to understanding its inherent role on the public.

However there are several other researchers within and without the context of South Africa that have attempted to research deeper on the concept of e-governance in its diverse components to the public sector as discussed below.

South Africa has implemented several forms of e-governance services at local, provincial and national level over the years Cloete (2012:130). Studies conducted in South Africa on e-governance progress indicated that South Africa started out as a leader in e-governance among developing countries in sub Saharan Africa Cloete (2012:129). This meant that South Africa was also one of the first countries to embark on projects which harness ICT for efficient public service delivery in Africa. Various e-governance tools and strategies in South Africa offer public services to provide valuable information that enhances economic, health and educational wellbeing of the citizens.

The idea of ICT for the purpose of providing information for public servants was also established in government for some time as employed in the South Africa Revenue Services (SARS) for the past twenty (20) years Munyoka and Manzira (2013:17). Data mining is used in the SARS to identify irregularities in tax patterns and thereby identify citizens that are not fully complying with the tax legislation in South Africa Munyoka and Manzira (2013:17); this is done to ensure efficiency in the public service by dissolving fraud and corruption. An assessment of the current state of e-governance in South Africa notes that many initiatives and projects are being implemented throughout South Africa and the application of ICT for better governance is thus quite essential and rational to acknowledge. Hence provincial and local governments should harness e-

governance for deepening the quality of public service delivery in the public service. Nationally South Africa also provides some facility for citizens to comment on its government portal [www.gov.za](http://www.gov.za), although the range of public services offered on the website are not very extensive it offers citizens an opportunity to comment on several public issues pertaining to quality of services rendered in diverse government departments and reporting of any fraudulent activities Cloete (2012:139).

E-Governance is defined as the use of ICT in the public sector to improve its operations and delivery of services Rorissa and Demissie (2010:2). Thus e-governance, has played and will continue to play a central role in the development of a region or continent, especially one as underdeveloped as Africa, where the impact of ICT through e-governance will even be greater Kumar and Best (2006:10). The Provincial Department of Economic Development in Kwa Zulu Natal launched a website to facilitate job creation <http://www.kznunemployedgrads.gov.za/> with a great range of services available ranging from internet access and medical alert systems to reinforce the public service provision, for the greater good of the public Cloete (2012:129). This simply denotes that the South African government through the public service sector should thus seize the opportunity to pave way for the advancement of good governance and overall provision of quality public services through harnessing e-governance.

Makana municipality in Eastern Cape purchased thirty two (32) iPads for its municipal councilors Munyoka and Manzira (2013:19). The intention was aimed at moving towards paperless council meetings as well as saving photocopying and reprinting expenses

with such an e-governance solutions move. Ladysmith Municipality in Kwa Zulu Natal also purchased fifty three (53) notebooks for the city councilors Munyoka and Manzira (2013:17). The aim here was to reduce the cost of purchasing and printing paper for municipal meetings, which was calculated to amount to a cost of approximately two million rands per annum Munyoka and Manzira (2013:19). The metropolitan municipality of e-Gauteng also embraced digital communication for community participation on service delivery, which resulted in the creation of a call center that handled over three hundred thousand (300,000) calls per month Cloete (2012:130). The calls range from municipal services such as water and light faults, queries for rates, waste removal and other varied municipal services as per Schedule four and five parts A and B.

The State President of the Republic of South Africa Jacob Zuma also created a hotline for citizens to log challenges to the Department of Presidency which witnessed a flood of calls from the public. This hotline plainly represented the pragmatic evidence of the scale of frustrations within the citizens of South Africa concerning public service delivery and this platform they had been given to express their views was easily accessible Munyoka and Manzira (2013:20). Thus seemingly governments around the globe are becoming more online handled and many developing countries are now implementing a general policy to make available government information and public services electronically to the general public. Hence there is certainly no dispute that e-governance is gradually entering the domain of public administration concepts in developing countries as well as South Africa as exemplified by the formulation of the above mentioned e-governance strategies. Thus the main objective of this research is

to clearly exemplify that e-governance can be a support system for service delivery to the public service delivery sector.

## **2.16 THE STATE OF E-GOVERNANCE IN SOUTH AFRICA**

The vision for achieving efficient e-governance in South Africa is to render quality and effective public services around life episodes of the citizens that follow a series of events, from cradle to the grave (DPSA, 2001). Such services must be accessible to all citizens anytime, anywhere and through different access devices and media. All the relevant stakeholders involved particularly the government and non-government members are urged to participate in defining the vision of e-governance. Continuous buy in and participation from critical role-players is recognised as a key priority for the successful establishment and implementation of e-governance as a support system for service delivery. The approach outlined by the e-governance framework proposed by the DPSA includes the management of all e-governance projects to be managed by a systems development life cycle which requires that all application implementation have to go through a process from conception, through design and development phases and final implementation (DPSA, 2001).

A monitoring and evaluation capability will be implemented to ensure that the e-governance best practices and lessons learnt are shared. An e-governance framework has been proposed by the DPSA and has recently undergone extensive government-wide consultations to achieve approval and buy in from the senior government officials. The ICT governance structure consists of the DPSA, the State Information Technology

Agency (SITA), the National Treasury and the Government Information Technology Officers Council (GITOC). These three interrelated entities are in the main responsible for the government's ICT responsibility and service improvement using ICT's.

## **2.17 SUCCESS OF E-GOVERNANCE IN SOUTH AFRICA**

Since its inception in 1994 the South African government has launched a number of e-governance initiatives, ranging from involving primitive to very advanced forms of technology. These initiatives will be discussed and analysed in extension in the depths this research. It should be noted that South Africa is an emerging democratic nation with extensive developmental challenges that must be met if the quality of life of all its inhabitants is to be improved and developed. It is vital to also acknowledge that the quality of e-governance in South Africa has been showing a sharp rise lately as portrayed by the various improvements in public e-services. Authors like Mpinganjira et al (2013:3118), Pillay (2008:28) appraise the SARS e-Filing services as it has had an outstanding changing of the way the tax system was carried out by the South African Revenue department (SARS). Amongst others the Smart Cape Project, E-NATIS and the recent transition from the green ID book to the Smart ID have also been appraised by most authors as quite successful as clearly explained below.

### **2.17.1 PROVINCIAL PORTALS**

South Africa has nine (9) provincial governments and each province has its own provincial portal StatsSA (2012). The most notable functioning portals are those of the



Gauteng Provincial Government and the Western Cape Provincial Government. The Cape Gateway portal probably led the way as applauded by the Cape Gateway (Cape Gateway, 2004; PGWC; 2005). Although in a 2006 review, De Tolly, Maumbe and Alexander argued that more content was needed hence there was a need for centralised content management, a stronger technology base, more specialist skills as well as the development of a more dedicated e-culture for better access and to enable a systematic monitoring and evaluation programme (Cloete, 2012:133). However despite those alluded flaws, these portals have since been slowly emerging stronger and better carved to support the public service sector in service delivery.

#### **2.17.2 INDEPENDENT ELECTORAL COMMISSION (IEC) – E-PROCUREMENT SYSTEM**

The IEC introduced an innovative system aimed at preventing corruption within its department. The innovative electronic procurement system is set to eliminate paperwork and human intervention when registered companies tender for contracts and services in the supply chain system. This e-governance enabled strategy is aimed at cost reduction for both the institution and the suppliers in time and travel costs. In terms of the new system, all IEC registered and approved suppliers -including emerging businesses would be informed via e-mail, fax or SMS of any auction taking place to enable them to openly bid to provide their services. All submitted bids or quotes could be viewed by all approved suppliers at any stage during the bidding process and thus suppliers could compete openly for business. The system as explained by the IEC would provide 'fair,

open, transparent, cost effective and competitive' business opportunities to all the registered suppliers of goods and the service providers seeking to do business with the national electoral body.

The Independent Electoral Commission (IEC) successfully developed an e-procurement system that allows for open and transparent bidding of government tenders aimed at preventing corruption. Moreover, the IEC leverages tools of multi-access to promote free and fair elections. In 2004 the IEC, in partnership with cell phone service providers, enabled voters to short message service (SMS) their identity number, and in return receive a message back indicating their eligibility to vote and their voting station's details. Moreover, a satellite-enabled network made it possible for the commission to register voters; relay, collect and verify ballots; and relay results across the country. Besides, the tabulation database system was linked via a wide area network to all district collation centers. Custom-designed handheld scanners captured information from bar-coded ID books and greatly streamlined the process of voter registration

Source: (Mutula, 2010:46-47).

### **2.17.3 SOUTH AFRICAN REVENUE SERVICE (SARS) E-FILING SYSTEM**

The South African Revenue Services (SARS) e-filing system provides a way to conduct transactions related to tax returns through the internet between government and businesses involved (G2B) Mutula (2010:46). The SARS e-filing system is among one of South Africa's e-governance initiatives to support the public service delivery sector. The SARS e-filing system is defined as a free online service that allows individual

taxpayers, businesses and tax practitioners to register and submit tax returns, make payments and perform a number of other interactions with SARS in a secure online environment (SARS, 2011). Thus it is plausible to note that the e-filing system, systematically displays the many benefits inherent in e-governance systems as a support structure for the public service. Hence to prove its efficiency as an e-governance tool, the time taken to process the information by the e-filing system is much quicker than the traditional method, which normally takes months (SARS, 2011).

Through the implementation of the e-filing system, the risk of losing the tax returns and supporting documents in the postal system is removed because all interactions are more effectively online and web handled. Thus it must be remembered that the business process of the tax return was changed in order to accommodate the online system. Where previously one would have sent the supporting documents to SARS to keep, the legislation thereby makes the rule that the user should keep the supporting documents for five (5) consecutive years. This was a crucial decision, as this was aimed at reducing the unnecessary storage space necessary to store this information whose onus is on the taxpayer for the responsibility. The possibility of losing the tax return is practically zero once submitted electronically therefore barring unlikely online data storage disasters (Pillay, 2008:28). This clearly proves the capability of e-governance as a support system for the public service sector for the revenue system that has incurred several challenges with the manual filling system.

The e-filing system was launched in 2003 as a replacement process for the manual tax returns submissions in an attempt to introduce a better and faster way of filling for tax returns. According to the SARS annual report (2004), a total of 51,396 tax returns were submitted using e-filing in its first year of running. The figure jumped to 122,219 in the second year, representing an annual growth of one hundred and thirty eight percent (138%). Statistics for the 20n09/2010 financial year also clearly showed that the number of returns submitted using e-filing reached 11,050,530 a growth of 82.60% percent from the previous year SARS: (2010a). Statistics further show that for the 2009/2010 financial year ninety five percent (95%) of all income tax returns were submitted using the e-filing system SARS: (2010b). According to SARS :(2010a) annual report, the average turnaround time in working days for processing of income tax stood at 1.93 days in the 2009/2010financial year compared to 18.94 days in the 2008/2009 financial year, this implies that the project has been a great success to be denoted as a support system for the public service as cited in Mpinganjira, (2013:3198).

Maumbe and Okello (2012) posit that the e-governance initiative system has been a success and both internal and external factors have managed to contribute to its successful establishment and implementation. Externally they say it enjoys strong political support from the government. Internally the e-filing initiative has been effectively implemented as a result there has been over R100 billion rands in terms of revenue since the inception of its e-governance initiatives in the years 2000 and 2001 respectively Mpinganjira, (2013:3198) . Furthermore in 2007 it simplified the tax reform forms, thus making the whole process easier. It has also helped to keep up-to-date

records on tax payers, which are now easily accessible. It has also helped SARS to understand the risk profiles of customers and segments.

The SARS currently receives between sixty-five thousand (65000) and seventy-five (75000) electronic payments from tax payers and traders every month and this improvement is all owing to the role that the e-filing system has played Mpinganjira, (2013:3199). The electronic service is backed up by a number of useful services such as same day processing for all transactions and this serves to address the problem previously created by backlogs in the SARS administrative systems. The electronic filling service is also used for extensions on Value Added Tax (VAT) from the 25th of the month to the last day of the month. Success of the project has therefore been a result of the efficiency it increased for the local business and reduction of movement costs and time delays of registration on the government taxes. Therefore citizens welcomed the project and are extensively benefiting from it hence its success as a support system for the public service sector Mpinganjira, (2013:3199).

### **2.17.3.1 BENEFITS TO TAX PAYERS**

The SARS e-filing system has also had profound positive impact on the tax payers themselves, despite the obvious reason of lubricating the manual filling system that was clogged by severe infrastructural backlog. The five benefits that the electronic filing system has brought to the public are outlined below.

- Taxpayers now have a system that records all interactions within SARS. This provides convenience factors as users don't have to develop their own manual

filing system for their information, and hence there is a little chance of communication being broken.

- They claim greater accuracy in submissions and returns because the risk of errors is slightly lesser than with the manual system and this is because users don't cause handwritten mistakes as the information is captured on the web through online forms.
- There is greater flexibility to interact with SARS, as one can email them, send a message via the online web portal or contact them via a call centre instead of driving or travelling to settle a simply query, which in turn saves them time and money.
- There is an additional three to five day window to submit certain payments which is probably a result on doing the transactions using online banking and other e-tools, rather than using the old systems of depositing money at a bank and faxing deposit slips which could go to the wrong person at SARS and this would be an inconvenience to the tax payer who would have to go through the whole rectification system.
- Full support via the web or dedicated call centre which saves time and costs in terms of travelling and manual errors which were likely to occur during the previous manual filing system Mpinganjira (2013:3199).

#### **2.17.4 SMART CAPE ACCESS PROJECT**

The Smart Cape Access project and the Digital Business Centers project were supplemented by the Khulisa Youth Development Programme which focused on equipping the youth from previously disadvantaged communities with ICT technical skills to operate in the new economy Cloete, (2012:134). This programme is one of the largest learnership programmes in the country. Community empowerment was addressed through community computer literacy programmes and the establishment of computer workstations linked through electronic networks to the municipality and the provincial library and school systems Cited in Cloete, (2012:135). Hence the reason why the research is structured along the Social Development theory and this is because the role of e-governance is to improve the public service sector as a support system for service delivery and in turn simultaneously improving the livelihoods of the general public.

Cape Town is a city where more than sixty percent (60%) of residents have never used a computer, the Smart Cape pilot project managed to install thirty (30) computers in six (6) libraries within the town. The computers resultantly attracted five thousand six hundred (5600) new users and an average of seven thousand (7000) users each month. The Smart Cape Access project is the first of its kind to provide free computer and internet access to patrons in disadvantaged neighborhoods who may not otherwise

have ever had such access. In the view of the above, the project has achieved success in its implementation hence it is essential to understand that e-governance tools and initiatives have a huge impact to play in the public service delivery sector support systems.

#### **2.17.5 ELECTRONIC NATIONAL ADMINISTRATION TRAFFIC INFORMATION SYSTEMS (E-NATIS)**

E-Natis is an e-governance initiative that is used for the application of driving licenses and the registration and licensing of motor vehicles, notification of change of ownership or sale of motor vehicles as well as application for learner's licenses. The transactions and services can be provided by most transport offices across the nine provinces in the country National Traffic Information System (NATIS) (2008). During the first six (6) months of 2008, more than seventy five (75) million transactions were performed through the e-Natis NATIS (2008). With the exception of routine maintenance outside of business hours, downtime was virtually non-existent in the first half of the year, and phenomenal system processing time was experienced.

However with progression, the e-Natis processed ninety six (96) per cent of all its transactions in less than two seconds, 99.8 per cent in less than ten (10) seconds, and 99.95 per cent in less than sixty (60) seconds. Nevertheless before the e-NATIS was launched on 12 April 2007, its predecessor NATIS managed an average of three hundred thousand (300,000) transactions a day. Now, the average rate of daily



transactions with the e-NATIS is six hundred thousand (600,000) Segar, (2008 (Cited in Mutula, 2010:47). This is also another plausible example of enhancement of service delivery to the people through the employment of e-governance initiatives and tools as support systems that can leverage the public service sector infrastructural backlog that is affecting the quality of service delivery.

#### **2.17.6 THE DEPARTMENT OF HOME AFFAIRS (SMART IDENTITY CARD)**

The roll-out of the smart identity cards to replace the green, bar-coded identity books was facilitated initially only to first-time applicants and pensioners. The roll-out of the smart ID cards to all eligible South Africans is however ascertained to take a few years to roll out to every citizen. First-time applicants who are sixteen (16) years old and above were eligible to apply for the smart IDs in all the provinces mentioned to be issuing out the Smart ID card. It is confirmed that it would take six (6) or seven (7) years to phase out the old identity documents (ID). The Department of Home Affairs started replacing the green bar-coded identity documents (IDs) with smart ID cards on the 18<sup>th</sup> of July in 2013. Is it significant to denote that the new ID cards have better security features and are they also noted to be extremely difficult to forge as compared to the old ID card system? The new ID card is difficult to forge because the ID body is secure and durable and it is also made of quality polycarbonate materials which will prevent any form of tampering.

The smart ID card has two forms of security features:

- The first is physical security features on the ID body such as holograms, laser engraving and personal details which will provide visual verification of the card and easily identify tampered cards.
- Logical security features include fingerprint biometrics and biographic data which is embedded on the eighty (80) kilobytes card chip to prevent forgery.

Personalisation with laser engraving of demographic details and laser photographs make the new card extremely difficult to forge or tamper with thus the smartcard will cut down on the fraudulent use of fake or stolen IDs, which is an apparent major concern in South Africa. The new smartcard process normally takes only three days, whereas the turnaround time on the old green barcoded ID took about fifty-four (54) days after application and this was a strenuous process. The Department of Home Affairs has said that it is likely to be able to produce three million ID cards a year. The South African government through the Home Affairs National Identification System (HANIS) project has identified the smart card as an ideal technology to develop a secure digital identification and payment tool that will be used in future to access and pay for any public electronic services. [Online] Available at:

[http://www.itweb.co.za/index.php?option=com\\_content&view=article&id=66583](http://www.itweb.co.za/index.php?option=com_content&view=article&id=66583)

[Accessed on the 11<sup>th</sup> of July 2014].

### **2.17.7 THE E-HEALTH STRATEGY**

The National e-Health Strategy Toolkit published in 2012 by the World Health Organisation and the International Telecommunication Union provides a practical guide for governments for the development of an e-Health action plan (NDoH 2012: 7). The National Department of Health, the Medical Research Council and the National Health Information Systems Committee on South Africa then developed the e-Health Strategy for South Africa. This strategy is aligned with the WHO definitions and targets for e-health, which seek to use ICTs to treat patients, pursue research, educate students, track diseases and monitor public health. This is a significant means to address the high mortality and morbidity rates that the South Africa National Department of Health is currently facing. This strategy therefore comes at the right time to champion the health system mandates by supporting the public service system for the benefit of the public good.

Resultantly the use of ICT in the health sector has shown promise as an effective means to support the public health system service functions like data collection and surveillance for monitoring and evaluation purposes for the health departments. To this effect, officials and all the relevant partners in the health sector have initiated pilot projects for the mobile health initiative in twelve (12) districts in South Africa in an attempt to test the feasibility of ICT in the public health sector. In the Eastern Cape Province, a study on the use of ICT has been conducted in Alfred Nzo and OR Tambo districts (Ruxwana, Herselman and Conradie, 2010: 18). The research output revealed that though health facilities do have adequate ICT facilities hence the essence of e-

health is suffering from premature death due to failure of implementation by the public servants because they are not e-ready. The inadequacy of e-governance in the public health sector is also triggered by the fact that management and staff within the public health institutions do not have proper access to computers and internet coupled by the lack of computer skills (Ruxwana *ET et*, 2010: 24).

The National Department of Health (NDoH 2012: 7) makes use of the definition of e-Health by the World Health Organisation which defines it as “the use of information communication technology for health, for example to treat patients, pursue research, educate students, track diseases and monitor public health.” This definition covers a vast domain which includes:

- Electronic health records which enable the sharing of patient data between points of care.
- Routine health management information for example web based surveillance systems, electronic disease registers, electronic district health information systems.
- Mobile-Health (m-health) for example the use of mobile devices such as Personal Device Assistants to collect and share aggregate or patient data (NDoH, 2012: 7).

The National e-Health Strategy (2012:12), acknowledges that by the year 2001, the South African government was realizing the need for a functional information system

especially in the public health department to leverage the ailing public health institutions. Through the Public Service Regulations of 2001, government departments were required to develop and manage electronic information systems (National e-Health Strategy 2012: 12). Chapter 5 and part 1 (A) speaks of the Underlying Electronic Governance Value (Principles), “Departments shall manage information technology effective and efficiently..... ICT shall be used as a tool to leverage public service delivery by the public service therefore not for acquired for its own sake but for the public good,” (National e-Health Strategy 2012: 12).

#### **2.17.8 ELECTRONIC-LEARNING (E-LEARNING)**

Learning is defined as the acquisition of skills essential for the development of new skills and knowledge (Fox 2005:13). The inception of technology has witnessed the transformation of basic learning to e-learning and this shift has replaced linear learning and dynamic learning with static and multi-threaded learning. Stretching back from as early as 1996, the Telecommunications Act, (Act 103 of 1996) contemplated an education network (EduNet) to electronically link all schools, for learners to be electronic savvy. Thus noted in October 2011, the Department of Basic Education published an Action Plan for 2014, named Schooling 2025 and the details of the Action Plan alluded to twenty-seven national output goals, of which four of these goals are closely intertwined to e-learning (South Africa’s Children 2013).

As a result to clearly reveal the significance of e-learning, the 2012 textbook scandal highlighted the inefficiency of hardcopy textbook distribution, notwithstanding to mention

the high cost of printing and transporting materials and this in turn inconvenienced the learners who were involved. Hence the aim of this research is to espouse on the fact that e-governance can be a support system for service delivery in the public service sector to relieve the service delivery backlogs. Thus noted it is imperative to note that the Government of South Africa is the agent of change that will further propel e-learning for the development of learners because it is at the centre of policy formulation and implementation. It is essential to acknowledge that more learning institutions across the developing nations should begin to align their learning curriculums with the global trend of technology and innovation termed as e-learning (Damoense 2003). Thus from the aforementioned explanation, e-learning is generally a term broadly used to describe any type of learning that utilises ICT to assist in the learning process.

(Broadbent 2002:10) asserts that there are four types of e-learning which are namely informal, self-paced, leader-led and performance support tools as clearly espoused on below:

- Informal e-learning: Learners access a web site or join an online discussion. These websites range from educational, professional, social networking to current affairs sites.
- Self-paced e-learning: Learner's access computer based or web-based training materials at their own pace for instance the LivingPages Application for Grades ten, eleven and twelve learners who would like to carry out extra revision by accessing study material through their smart phones, computers and tablets.

- **Leader-led e-learning:** Differs from the latter in that there is always an instructor, tutor or facilitator leading the learning process. These can be done through live video streaming processes or as an online web based tutorial adjudicated by an administrator who leads as the e-teacher.
- **Performance support tools e-learning:** This refers to materials that learner's access to help perform a task in the learning or teaching process. This for instance involves using Microsoft PowerPoint to make a presentation, or Microsoft Excel to run down a budget.

The Department of Education acknowledges that the e-learning strategy does have a profound positive impact on the education system of South Africa (South Africa's Children 2013). However the propagation of e-learning is faced with some barriers to its successful implementation in South Africa. Electrification of schools was noted as the first major setback to e-learning in South Africa because twenty (20) percent of the schools in South Africa have no power supply whatsoever and electricity is the basic mechanism driving e-governance and whose absence will lead to stagnation of e-learning (South Africa's Children 2013). Sadly the reality is for the learners who are deprived access to e-learning services because when they enter into higher learning institutions and into the corporate world basic technology proficiency is a basic need they cannot do without. On understanding that the world is fast becoming more digital the Gauteng Department of Education recently announced its intention to introduce e-learning to the province's schools, and distribute eighty-eight thousand tablets to schools that need them (South Africa's Children 2013).

### **2.17.9 INTEGRATED FINANCIAL MANAGEMENT INFORMATION SYSTEMS (IFMIS)**

An IFMIS is an information system that tracks financial events and summarises financial information Rozner (2008:1). It supports adequate management reporting, policy decisions and the preparation of auditable financial statements Chêne (2009:2). In general terms an IFMIS refers to the automating of financial operations. In the public service sector, the IFMIS refers to the computerisation of all the public financial management processes, from budget preparation, execution to accounting and reporting, with the help of an integrated system for the purpose of efficient and effective financial management Rozner (2008:1). Chêne (2009:2) notes that a well-designed IFMIS contains a management tool; a wide range of non-financial and financial information; and it is also a system that seeks to curb on the rate of corruption. Hove and Wynne (2010:8) assert that an IFMIS assists management in ensuring accountability for the use of public resources and in improving the effectiveness and efficiency of public expenditure programmes. This is done through tracking financial events through an automated financial system therefore management is able to easily control the expenditure in an attempt to improve transparency and accountability in the entire budget cycle.

Thus this system is plausible because it seeks to improve the public service management by easily providing financial information to public managers in order to enhance their financial decision-making capabilities. Seemingly with the modernising of governance, Governments in developing countries are considering more strategies to improve their public financial management systems and the IFMIS is one of the best



possible strategies devised. The South African Public Service sector is also busy with the implementation of the best possible and applicable IFMIS. However, the implementation process is seemingly proving to be very challenging and is resultantly suffering from stunted growth. This is despite the fact that the IFMIS states that an IFMIS provides timely, accurate and consistent data for management and budget decision-making. Hence it clearly gives more merits than demerits to the public finance management system of South Africa.

An IFMIS provides timely, accurate and consistent data for management and budget decision-making by computerising the budget management and accounting system (Rodin-Brown (2008:3)). An IFMIS also seeks to improve the quality and availability of information at various stages of the public financial management cycle, such as the budgeting, treasury management, accounting and auditing as enshrined in the Public Finance Management Act, (Act 1 of 1999). The National Government must establish a national treasury and prescribe measures to ensure transparency and expenditure control in each sphere of the government by introducing generally recognised accounting practices, uniform expenditure classifications, and uniform treasury norms and standards as provided for by the Public Finance Management Act, (Act 1 of 1999).

## **2.18 ELECTRONIC READINESS (E-READINESS) IN SOUTH AFRICA**

The South African e-governance vision sets out the priorities and key objectives of the government activities in terms of G2G, G2C, and G2B transactions. Seemingly the

strong co-ordination of government departments is happening and the departments are enjoying ministerial support and participation as well as being strongly propagated by the various pieces of legislative frameworks. A number of projects in the several and diverse public service fields have been implemented and the need for a monitoring and evaluation system has been identified and is to be rectified. Although there are some shortfalls in certain areas of the e-governance system, South Africa mostly has the required legal framework and governance model, infrastructure, and human capital needed for e-government but seemingly the citizens and the public servants are not yet e-ready.

E-readiness has been defined as the degree to which a society is prepared to participate in the digital economy with the underlying concept that the digital economy can help build a better society (Krull 2003:4.) However the level of e-readiness has been linked to the fact that there are other factors affecting the successful implementation of e-governance tools in South Africa and this is hampering the initiative of e-governance in public service delivery as a support system. This implies that an e-ready community should be equipped with the right e-governance tools and provided with the appropriate infrastructure to enable wide access to e-governance services in public service delivery.

## **2.19 FACTORS AFFECTING THE SUCCESS OF E-GOVERNANCE IN SOUTH AFRICA**

In contrast to the successes of e-governance across the world, the results in developing countries are generally weak, with some small-scale successes. The reason for this state of affairs is that there are a number of favourable political, cultural, social, economic and technological conditions that still need to exist for the e-government and later the e-governance paradigm shift to take hold. These conditions are difficult to establish in the short term in countries where e-governance is competing with other priorities, such as housing and health services and where unemployment is high, or where undemocratic governments plunder on scarce social resources. Progress with the e-governance implementation beyond these outlined factors has also just been negligible awareness of the relevant stakeholders with the utilisation of the e-governance tools and initiatives (Abrahams, 2009).

The e-governance 2001 policy was intended as an interim policy framework until a more comprehensive one could be adopted by the government of South Africa. The policy has been under revision since publication, but no update is available after thirteen (13) years (DoC, 2011:28-43). Weak leadership and a policy hiatus also present a serious obstacle to the full throttle implementation of e-governance, alongside other structural and operational constraints which have paralysed the advancement of e-governance as a support system of public service delivery. The DOC report identified the following bottlenecks that been argued to be curtailing the successful implementation of e-governance (DoC, 2011:28-43):

- Individual and family household sectors have limited access to and high cost of broadband internet, high cost of mobile devices and web or internet services.
- Communities sector has very low levels of public access to internet and appropriate electronic content.
- The ICT sector has lack of specialised ICT skills to administer e-governance initiatives to the public service sector.
- The e-governance sector has need for revised policy and implementation strategy, stakeholder role clarification, appropriate targets, outcomes and budgets.
- The e-learning sector has lack of clear strategy and goals.
- The e-health sector is lacking monitoring and evaluation capacity aligned to the ICT strategies.
- The e-business and Small Medium Micro Enterprise (SMME) sector have measurement indicators lacking to measure the progress with e-services.
- The digital local content sector has appropriate strategy and indicators lacking and this is resultantly affecting the aim of e-governance to support the public service system in service delivery.

## **2.20 ELECTRONIC BAROMETER (E-BAROMETER)**

The South African Department of Communications recently introduced an e-governance measuring instrument which is termed the e-barometer (DoC, 2011). The aim of the e-barometer is to measure and highlight e-governance tools progress as listed below:

- a) Electronic development progress in South Africa in the three dimensions of access, uptake and usage.
- b) Electronic development in nine segments (individuals, households, communities, businesses, government, health, education, digital local content and the ICT sector).
- c) Progress against government's policy objectives.
- d) Comparative progress of South Africa against the BRICS peer countries of Brazil, Russia, India and China and South Africa.
- e) Comparative progress of e-governance implementation against the broad international community.

The DoC 2011 e-barometer report measured the changes in the South African e-governance status between years 2000 to 2010. It reported that in comparison with its peers in the BRICS, South Africa's ranking in the fifteen (15) international indices has typically been in the second or third quartile, but its ranking over the last few years "... is stagnant or slipping", while its BRICS peers have generally improved their respective rankings (DoC, 2011:17). The report further states that South Africa is currently advancing slower than it should be and instead of progressing towards the top quartile of countries it is slipping back towards the third quartile (DoC, 2011:17). The overall conclusion that can be drawn from the 2011 DoC e-barometer results is that South

Africa has clearly built up a reasonably strong ICT backbone to address the public service delivery challenges however more efforts should be done to propel the objectives of e-governance. Thus it is visibly put forward that e-governance initiatives have been integrated into several governmental departments across South Africa ranging from education, health, finance, home affairs, electoral and transport department among several others. This integration however has not really been mainstreamed and well received by the general populace to whom these public services are rendered due to the low level of e-readiness. The smooth integration of e-governance into the general populace is necessary and very essential in order to progress towards achieving higher order transformational obligations for the betterment of the public service delivery sector.

The results of the e-barometer report also clearly reflect that there are still loopholes within the e-governance environment in South Africa. However it is also plausible to note that the introduction of the South African e-barometer is a major step forward for the country in an attempt to measure the progress of e-governance initiative activities to ensure there is more development than stunted growth. This is despite the fact that the e-barometer has been labelled an ambitious project and hence the barometer framework has not yet been populated with all the necessary data to be able to draw coherent conclusions about the overall state of e-government and e-governance in the country (DoC, 2011). It is argued that much of the data from e-governance initiatives must still be compiled and analysed for it to be measured by the barometer, but still this does not necessary diminish the role that the e-barometer has played.

## **2.21 CONCLUSION**

A synopsis of literature in this chapter revealed that e-governance is becoming one of the best approaches of service delivery to the public hence its plausibility as a support system for service delivery to the public service sector. This research therefore argues that e-governance tools can be best used by the public sector with regards to the public service sector as an effective tool for public service provision to decrease infrastructural backlog in the public sector. The reviewed literature also revealed that all attempts to manoeuvre e-governance initiatives are being bottlenecked by several factors, which have to be addressed to ensure the propagation of e-governance in South Africa. The literature also clearly reflected on the inception of the South African e-barometer as a major milestone, although more efforts are required from all the relevant stakeholders to achieve the anticipated benefits. The purpose of the next chapter is to give a description of the research design and methodology that was used for this research project. The chapter will conclude by clearly outlining the methods of analysing data which were used in this research for the transcending chapter.

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 INTRODUCTION**

This chapter will highlight on the aspects of the method that will be used to conduct the research including the research design, the research type and the data collection process and analysis that were used for this research study.

#### **3.2 RESEARCH DESIGN**

Research design is the procedure for collecting, analyzing and reporting results that the researcher uses De Vos, Strydom, Fouchie & Delport, and (2011:135). It involves determining how the chosen method will be applied to answer the research question. In this research a qualitative research approach was used. De Vos et al (2011:132) cited that qualitative research is an umbrella phrase of interpretive techniques which seek to describe, decode, translate and otherwise come to terms with the meaning of naturally occurring in the social world. From this assertion Welman et al (2001) came to the conclusion that the qualitative research approach is fundamentally a descriptive form of research.



Lewis, Taylor and Gibbs (2005) posit that qualitative data is information gathered in a non-numeric way, hence qualitative research is based on collecting data on the knowledge, values and feelings of the target population. This research was a qualitative research informed by the variant cases of e-governance strategies that have already been implemented in the public service sector. Thus the researcher took all the variants of the established and implemented aspects of e-governance tools and initiatives in the South African public service sector and explored them in order to use their thoughts, insights and knowledge to understand the role of e-Governance as a support system for service delivery in the public service sector.

### **3.3 RESEARCH PARADIGM**

A paradigm is a world view at which phenomena is understood Creswell and Plano (2007). A paradigm is a framework of interpretation which is guided by a set of beliefs of how the world can be understood De Vos, Strydom, Fouchie & Delport (2011). This research was informed by a qualitative paradigm. Qualitative paradigms use constructivist approach which is naturalistic; this implies that reality can be constructed. This research therefore used a qualitative research approach through understanding the role of e-governance as a support system for service delivery in the public service sector.

### **3.4 RATIONALE FOR QUALITATIVE DESKTOP APPROACH**

There are various types of research designs and these include descriptive, correlational, semi-experimental, experimental, reviewing other research and test study designs. According to Brynard and Hanekom (1997:28) research methodology or methods of collecting data necessitate a reflection on the planning, structuring and execution of the research in order to comply with the demands of truth and objectivity. Research methodology focuses on the process of research and decisions which the researcher has to take to execute the project.

However the method the researcher chooses will affect the outcome of the results as well as the conclusion of the findings. There are two main approaches to data collection which are quantitative and qualitative research data collection methods. Their selection depends on the advantages and disadvantages of each research method and how the researcher plans on conducting the research study. Based on these facts the researcher chose the qualitative research method for use in this study. The qualitative research method according to Rosnow and Rosenthal (2008:74) refers to research that elicits an account of meaning, experience and perceptions. The qualitative research methods are naturalistic, anthropological, and ethnographic and are founded on post-positivism and interpretivism paradigms. Qualitative research is therefore concerned with understanding rather than explanation as well as a naturalistic observation rather than controlled measurement and the subjective exploration of reality from the

perspective of an insider as opposed to the outsider's perspective that is predominant in the quantitative research.

This research also used the qualitative approach since there are some kinds of information or data that cannot be quantified, but expressed only by words to describe social phenomenon. Lewis et al (2005:38) as already alluded to; argue that qualitative data is information gathered in a non-numerical form of collecting information on the knowledge, values, feelings, attitudes, beliefs and behaviors of the target population. Thus the collection of information in this study was based on the exploration of the role of e-governance as a support system for service delivery in the public service sector. This could only be determined by way of exploring data that has already been researched on as well as current data on e-governance in South Africa and the world at large.

A detailed exploration of relevant data taken from various sources including annual reports, government websites, journals and e-governance literature was deemed to be meaningful to determine the role of e-governance as a support system for service delivery in the public service sector. Mouton and Marais (1990:175) argue that qualitative research is characterised by the fact that the researcher is trying to get multiple meanings and interpretations rather than impose one dominant interpretation as done through the quantitative research design.

### **3.5 DATA COLLECTION**

There is a wide range of data collection methods used in conducting research studies, in a bid to obtain data from the sources for research purposes. According to David and Sutton (2004) data is what the researcher actually receives from various data sources depending on the type of research. Layder (2993:54) identifies instruments that can be used to gather data and among these are interviews, intake forms, questionnaires and documents. Thus there is a wide range of data collection methods used in conducting research studies, in a bid to obtain data from the sources and this research will use document study. It is also significant to understand that the choice of a particular data collection method precisely depends on the choice of research method, the research topic and the availability of data (Kumar 2005:73).

#### **3.5.1 DOCUMENT STUDY**

Document study is the method of data collection that will inform this research. This method refers to the re-working of already analysed data in which the current researcher has no direct control over Thomas and Hodges (2010:21). This research involved the study of existing documents, particularly e-governance literature journals, government portals and documents which were further thematically analysed to make credible recommendations for the research. Further research was also undertaken on the various national, provincial and municipal web portals and websites for evidence of e-governance activities.

### **3.5.1.1 MERITS OF A DOCUMENT STUDY**

The selection of the data collection method as document study was informed by several merits. These include relative low cost, and the benefits of non-reactivity as compared to experimental research in which respondents are aware that they are being researched on. Kumar (2005:120) acknowledges that when conducting a document study the contents of the research study are not affected by the activities of the researcher. Document studies are also beneficial in the event of inaccessible subjects, because the researcher does not need to make personal contact with the respondents.

### **3.5.1.2 DEMERITS OF A DOCUMENT STUDY**

According to Terre Blanche, Durrheim and Painter (2006:113), document studies are also flawed in their own respect. Some of the flaws include incompleteness of reports, statistical records and historical records which often have gaps in the database. It is argued by Ritchie and Lewis (2010:270) that some documents are not intended for research purposes; therefore it can influence the objectivity of the research. This is evidenced for instance with annual reports for various departments.

## **3.6 DATA ANALYSIS**

Data analysis according to Cooper & Schindler (2011:490) refers to the editing and reducing of accumulated data to a manageable size, developing summaries, looking for patterns, and applying analysis techniques. In this research the data collected from the

relevant literature in the research was summarised in order to minimise the data thus making it easy for the researcher to make recommendations and conclusions for Chapter four. Through content analysis Hofstee (2006:115) irradiates that, the researcher is able to deduce the non-obvious meaning of the information that is contained in the documents. In this study the data collected from the respondents in research will be summarised in order to minimise the data thus making it easy for the researcher to address the objectives.

Since the research is qualitative research, it became rational to apply qualitative data analysis methods, so content analysis was used to analyse the data. In this research the researcher analysed qualitative data by organising it into categories on the basis of major themes that emerged from the relevant literature. Content analysis in this study allowed for thick descriptions in the analysis of data and it was used to analyse qualitative data such as texts by counting the occurrence of certain key themes and words as well as the length of texts and sentences. The analysis of data also allowed the researcher to display the data in chapter four in a thematic context as driven by the explorative research questions guiding this research.

### **3.7 ETHICAL CONSIDERATIONS**

Research requisite is not to generate complications for the society, but rather research should be a resolution to societal complications. This simply implies that to obliterate any detriment to the research process, the research ethics seek to guide the researcher

in the entire research process and the researcher should adhere to the set ethical guidelines. It is essential that with the document study approach, the researcher avoids any forms of plagiarism by ensuring and acknowledging proper citation of all the used sources of references in the research. Thus in regards to this research, the researcher received ethical clearance from the University Research Ethical Committee (UREC) to proceed with the research project.

### **3.8 CONCLUSION**

The aim of this chapter was to render an elucidation of the qualitative research methodology applied in this research. The chapter also highlighted on the data collection techniques used in the research as well as an outline of the data analysis methods used to analyse collected data thereto. The purpose of the next chapter was to give an exposition on how all the relevant data was collected for this research using the secondary data approach because it was the best applicable method for this research. All the data collected, compiled and reviewed in this research was analysed using the content and thematic analysis in an attempt to address the research objectives whilst responding to the research questions. This was done through a profound presentation of the data deduced from all the literature conducted within this research. Hence in an attempt to render analysis of the amassed literature, content analysis was used as the most applicable data analysis technique which enabled the interpretation of the vast amounts of data.

## **CHAPTER FOUR**

### **RESEARCH FINDINGS, ANALYSIS AND DISCUSSION**

#### **4.1 INTRODUCTION**

This chapter explicitly explores and analyses the findings from the literature and the documents reviewed in the collection of secondary data, in an attempt to present an outline on the essence of the research objectives. The data interpreted in this section of the research was collected from various secondary data literature which is also inclusive of most relevant, current and dated literature on e-governance. The data was further analysed using the content and thematic filtering analysis to ensure a thorough filtering of the objectives.

#### **4.2 DISCUSSION AND ANALYSIS OF RESEARCH FINDINGS**

This section of the research seeks to discuss the research findings as espoused from the available literature. The discussion of the research was enabled through content and filter analysis of each research objective. The research objectives were broken into themes which were aligned in an attempt to answer the research questions. Thus filtering of relevant content was discussed and analysed in its appropriate context of the research objectives as the aim of the research was to make an inquiry into the research



questions and draw a conclusion based on the research findings as evidently espoused on below.

### **4.3 AN ANALYSIS OF THE BATHO PELE PRINCIPLES**

Batho Pele is the oil that lubricates the machinery of public service .The intended outcome of the research was to reveal that the public service with the support of e-governance is actually able to deliver services more efficiently against the needs and expectations of the people. This in turn will bring about a more positive perception of the public service the general citizens and this is the ultimate dynamic required to effect e-governance initiatives and tools as a support system for public service delivery. When the consumers of e-governance service are satisfied and appreciative of the public service their government is providing for them then the mandate and aim e-governance would have been successfully and well entrenched. The Batho Pele principles remain the government's single most significant legislative framework to achieve the necessary transformation, improvement and development of the public service sector by placing the citizen at the epicenter of the relevant preparations and operations. This simply illustrates the point that service delivery is not a one dimensional domain, but it is a multifaceted domain that involves a wide range of initiatives that ideally should strategically interlink to provide "seamless" service delivery to the customer Du Toit (2002:37).

Du Toit (2002:37) articulated that the Batho Pele policy is not a disconnected and linear process but however it is jointed together by several tiny muscles that keep the public

service sector lubricated, to ensure quality public service. This simply implies that, whatever the means of intervention devised to leverage public service delivery with regards to any e-governance tools and initiatives implemented as a support system for the public service sector, they should all be informed by the Batho Pele principles. Hence it is significant to denote that every e-governance tool or initiative that will be implemented by the public service sector should actually be strategically engineered by the Batho Pele principles because they are the heart beat of public service delivery in South Africa. A summative analysis of the Batho Pele principles has been outlined below.

- The public sector should listen to and take into account of the public's views and pay heed to their needs when deciding what services should be provided through consultation.
- The government should also ensure that the public is able to easily and comfortably access the public services provided.
- The public servants involved in public service delivery should treat the public with consideration, respect and courtesy.
- The public officials should always make sure that the promised level and quality of services are always of the highest possible standards based on setting realistic standards.
- It is essential that the government keeps providing the public with good information on the services available to them through offering the public the best and relevant information.

- The government should also always allow the public to ask questions and the government should also respond to those queries honestly and frankly, thereby promote openness and transparency.
- The government should respond swiftly and sympathetically when the set standards of service fall below the promised level and redress to meet the needs of the public whom they are mandated to serve.
- The public services should always be adding value to the lives of the public by ensuring cost effectiveness through value for money that should be attached to every public service offered.
- Batho Pele principles should place the needs of the public first, “People First” by looking at the benefits that the public service sector would have given to the customers by measuring the customer impact.
- Due regard should be recognising and rewarding deserving efforts of the public servants who go the extra mile to ensure the public’s needs are met .
- Senior management in the public sector should ensure that goals are strategically set and that planning is done in a creative way that is efficient and effective and reduces monotony so that public services are rendered effortlessly.

#### ***4.4 OBJECTIVE 1: To examine e-Governance tools and their contributions to public service delivery.***

##### ***4.4.1 THEME 1: E-governance tools and initiatives***

The freedom day of the South African government in 1994 to a democratic nation witnessed the occurrence of several transitions aimed at addressing the public service

delivery backlog which was racially established in the pre-1994 era. Resultantly the post-1994 era witnessed the launched of a number of legislative frameworks that led to the establishment of e-governance initiatives and tools, which ranges from primitive to very advanced forms of technology. These e-governance tools and initiatives will be critically and clearly discussed in the research findings below as espoused in the reviewed literature.

#### **4.4.1.1 Provincial Portals**

Nationally South Africa provides some electronic facility for citizens to comment on its government portal through [www.gov.za](http://www.gov.za). Although the range of public services offered on the website are not very extensive it offers citizens an opportunity to comment on several public issues pertaining to the quality of public services rendered in diverse government departments and reporting of any fraudulent activities Cloete (2012:139). South Africa has nine (9) provincial governments and each province has its own provincial portal StatsSA (2012). The notable functioning portals are those of the Gauteng Provincial Government and the Western Cape Provincial Government. Subsequent efforts have also been made to ensure inclusiveness and the removal of barriers that may affect various target groups, particularly the previously disadvantaged. Resultantly as espoused on in the literature the NMBM webpage has a Xhosa language option as a barrier to propagate effective communication because Xhosa is the first language in the Eastern Cape.

#### **4.4.1.2 Presidential Hotline**

The State President of the Republic of South Africa Jacob Zuma created a hotline for citizens to log challenges to the Department of Presidency on matters of corruption, fraud and all public service delivery and related matters, which led to a flood of calls. This hotline plainly represented pragmatic evidence of the scale of frustrations within the citizens of South Africa concerning public service delivery Munyoka and Manzira (2013:20).

#### **4.4.1.3 SARS e-filing system**

The SARS e-filing is among one of South Africa's e-governance initiatives. The South African Revenue Services (SARS) e-filing system was created to provide a way to conduct transactions related to tax returns on the internet between the government and business (G2B) Mutula, (2010:46). The SARS e-filing is a free online service that allows individual taxpayers, businesses and tax practitioners to register and submit tax returns, make payments and perform a number of other interactions with SARS in a secure online environment (SARS, 2011).

#### **4.4.1.4 Digital Communication (i-pads, notebooks and smart phones)**

The 21<sup>st</sup> century has witnessed the technology trend vibe harder, and this has not gone unnoticed in the public service delivery sector. Thus the Makana municipality in Eastern Cape purchased thirty two (32) iPads for its municipal councilors Munyoka and Manzira

(2013:19). The intention was aimed at moving towards paperless council meetings as well as saving photocopying and reprinting expenses with such an e-governance solutions move. Ladysmith Municipality in Kwa Zulu Natal also purchased fifty three (53) notebooks for city councilors Munyoka and Manzira (2013:17). The aim here was to reduce the cost of paper purchasing and printing for municipal meetings calculated at an approximate two million rands per annum Munyoka and Manzira (2013:19).

#### **4.4.1.5 Smart ID card**

The Department of Home Affairs started replacing the green bar-coded identity documents (IDs) with smart ID cards on the 18<sup>th</sup> of July in 2013. The new smart ID cards have better security features and are argued to be extremely difficult to forge. The ID body is secure and durable, made of quality polycarbonate materials which will surely prevent tampering from fraudulent activities.

#### **4.4.1.6 Smart Cape Access Project**

The Smart Cape Access project and the Digital Business Centers project were supplemented by the Khulisa Youth Development Programme focused on equipping the youth from previously disadvantaged communities with ICT technical skills to operate in the new economy Cloete, (2012:134).

#### **4.4.1.7 E-procurement for IEC**

In terms of the new e-procurement system, all IEC registered and approved suppliers - including emerging businesses would be informed via e-mail, fax or SMS of any auction taking place to enable them to openly bid to provide their services. All submitted bids or quotes could be viewed by all approved suppliers at any stage during the bidding process and thus suppliers could compete openly for business thereby eliminating any chances of fraud and corruption (Mutula, 2010:46-47).

#### **4.4.1.8 E-NATIS**

E-Natis is an e-governance initiative that is used in the application for driving licenses and the registration and licensing of motor vehicles, notification of change of ownership or sale of motor vehicles as well as application for learner's licenses. The transactions and services can be provided by most transport offices across the nine provinces in the country National Traffic Information System (2008).

#### **4.4.1.9 E-Health Strategy**

Chapter 5 and part 1 (A) of the National e-Health Strategy (2012:12) speaks of the principles Underlying Electronic Governance Value, and it asserts that "Departments shall manage information technology effective and efficiently and ICT shall be used as a tool to leverage public service delivery by the public service for the public good,".

Consequently the use of ICT in the health sector has shown assurance as an effective means to support the public health system service functions like data collection and surveillance for monitoring and evaluation purposes. To this effect, officials and partners in the health sector have initiated pilot projects for the mobile health initiative in twelve (12) districts in South Africa in an attempt to test the feasibility of ICT in the public health sector (Ruxwana ET *et al*, 2010: 24).

#### **4.4.1.10 E-Learning**

E-learning is generally a term broadly used to describe any type of learning that utilises ICT to assist in the learning and teaching process. As early as 1996, the Telecommunications Act, (Act 103 of 1996) contemplated an education network (EduNet) to link all schools, for learners to be electronic savvy. Furthermore in October 2011, the Department of Basic Education published an Action Plan for 2014, named Schooling 2025 and the details of the Action Plan alludes to twenty-seven national output goals, of which four of these goals are closely intertwined to e-learning (South Africa's Children 2013).

#### **4.4.1.11 Integrated Financial Management Information Systems (IFMIS)**

An IFMIS is an information system that tracks financial events and summarises financial information Rozner (2008:1). It seeks to support the adequate management reporting, policy decisions and the preparation of auditable financial statements Chêne (2009:2). In general terms an IFMIS refers to the automating of financial operations through the



use of ICT enabled mechanisms. In the public service sector, the IFMIS refers to the computerisation of all the public financial management processes, from budget preparation, execution to accounting and reporting, with the help of an integrated system for the purpose of efficient and effective financial management Rozner (2008:1). According to the Public Finance Management Act, (Act 1 of 1999) it is mandatory that the Ministry of Finance creates a strategic financial management system, hence the South African Public Service sector is busy with the implementation of an IFMIS that best suits the State.

#### **4.4.2 THEME 2: *Contribution of e-governance tools***

The implementation of e-governance has been extensively commended in that it provides innovative momentum to deliver services quickly and efficiently Evans & Yen (2006:208). It becomes significant to understand that the contribution of e-governance as a support system in public service delivery has transcended over the turmoil associated with public service delivery backlog in South Africa as proven in the literature. The contribution of e-governance in this section of the research has been integrated into four aspects which are efficiency, equity, effectiveness and economic as outlined below. This is because e-governance operates in a wider context hence it is ostensible that its content is espoused on its entirety.

#### **4.4.2.1 THEME 2.1: *Efficiency***

Efficiency is essentially a comparison between inputs used in a certain activity and the produced outputs. When given an amount of resources a country should attain a level of outputs that are maximum and attainable under the existing technology (Parham 2012:16). To ensure efficiency citizens should be told how national and provincial departments are run, how much they cost and who is in charge of what. This information is for public consumption, thus it builds trust and confidence from the public, because openness and transparency are mandatory in public service delivery.

The innovative IEC e-procurement system is set to eliminate paperwork and human intervention through ensuring that registered companies tender for services through fax, SMS and emails. This is aimed at ensuring efficiency through cost reduction in time and travel costs for both the IEC and the relevant suppliers involved. The time taken to process the information is much quicker than the traditional method, which normally takes months (SARS, 2011). Consequently the risk of losing tax returns and supporting documents in the postal system is also removed, through the efficiency of this electronic system. Hence it is rational to acknowledge that this e-procurement system particularly displays the many benefits inherent in the e-governance systems.

South Africa also recently enabled the new Smart ID book as an e-governance initiative to support the public service delivery system. The new smartcard process is

acknowledged to take only three days, whereas the turnaround time on the old green barcoded ID took about fifty-four (54) days after application, which is a visible efficient move in light of the infrastructural backlog aligned to the public service delivery sector. The Department of Home Affairs has said that it is likely to be able to produce three million of these smart ID cards a year as compared to a lesser output on the old ID card which took fifty-four days to be processed.

Another efficient e-governance initiative that has contributed as a support system to the crippling public service of South Africa is the e-NATIS. It is imperative to note that before the e-NATIS was launched on 12 April 2007, its predecessor the NATIS managed an average of three hundred thousand (300,000) transactions a day (Mutula, 2010:47). It is significant to note that with e-governance now, the average rate of daily transactions after the inception of e-NATIS is six hundred thousand (600,000) Segar, (2008) (Cited in Mutula, 2010:47). This is also another plausible example of the efficiency of service delivery to the people through employment of e-governance initiatives and tools in the public service sector.

The e-learning initiative is also an efficient means of supporting the slowly lagging behind Education system of South Africa. The Education system can never be mentioned without alluding to the Limpopo book shortage scandal of 2012, which inconvenienced several learners and thereby denying them their right to adequate learning material as per the Bill of Rights. As a result to clearly reveal the significance of e-learning, the 2012 textbook scandal clearly highlighted the inefficiency of textbook

distribution, notwithstanding to mention the high cost of printing and transporting materials and this would inconvenience some learners. Hence the aim of this research is to espouse on the fact that e-governance can be a support system for service delivery in the public service sector to relieve the service delivery backlogs. This is because e-learning is diverse because it comprises of four sections of e-learning and all these sections seek to lower the costs and increase the benefits of learning for the learners.

#### **4.4.2.2 THEME 2.2: *Effectiveness***

Effectiveness is the extent to which the stated objectives are met and hence the policy achieves what it is intended to attain (Parham 2012:16). To propagate effectiveness in public service delivery citizens should be told what level and quality of public services they will receive so that they are aware of what to expect. This implies that public servants must deliver the level and quality of services they have undertaken to provide since Batho Pele principles acknowledge that the public should be aware of the service standards they are given (Du Toit, 2002:35).

The roll-out of the smart ID cards to replace the green, bar-coded identity books was facilitated initially to first-time applicants and pensioners. The roll-out of the smart ID cards to all eligible South Africans was ascertained to take a few years to roll out to every citizen. However the new smart ID cards have better security features and are argued to be extremely difficult to forge. The smart ID body is secure and durable, made of quality polycarbonate materials which will prevent tampering. Hence any

personalisation with laser engraving of demographic details and photographs makes the new card extremely difficult to forge or tamper with thus the smartcard will cut down on the fraudulent use of fake or stolen IDs, which is an apparent major concern in South Africa. Thus the inception of the smart ID card was an effective measure to address fraudulent activities and corruption in the public service delivery sector. It was also quite effective in addressing the inefficiencies of red tape that the citizens incurred in the application process of the old ID book as compared to the new Smart ID card which takes less than a week on application.

Cape Town is a city where more than sixty percent (60%) of residents have never used a computer, the Smart Cape pilot project managed to install thirty (30) computers in six (6) libraries. The computers resultantly attracted five thousand six hundred (5600) new users and an average of seven thousand (7000) users each month. The Smart Cape Access project was the first to provide free computer and internet access to patrons in disadvantaged neighborhoods who may not otherwise have had such access. In view of the above, the project has achieved success in its implementation, in essence of achieving the provincial policy mandates and objectives.

The IFMIS is an effective e-governance initiative to the financial sector of the public service. Chêne (2009:2) remarks that a well-designed IFMIS contains a management tool; a wide range of non-financial and financial information; and it is a system that impacts on corruption. Hove and Wynne (2010:8) also assert that an IFMIS assists

management in ensuring accountability for the use of public resources and in improving the effectiveness and efficiency of public expenditure programmes. This is done through tracking financial events through an automated financial system therefore management is able to easily control the expenditure in an attempt to improve transparency and accountability in the entire budget cycle. An IFMIS provides timely, accurate and consistent data for management and budget decision-making by computerising the budget management and accounting system Rodin-Brown (2008:3). An IFMIS improves the quality and availability of information at various stages of public financial management, such as budgeting, treasury management, accounting and auditing as enshrined in the Public Finance Management Act, (Act 1 of 1999). Thus it is quite clear-cut that an IFMIS is an effective measure to address the glitches that the public finance system always suffers from corruption, fruitless and wasteful expenditure.

#### **4.4.2.3 THEME 2.3: *Economic***

Economic impact is measured in terms of the increase in net benefits which encompass productive, allocative and dynamic value for money (Parham 2012:16). This implies that an economic option ensures that no other option can provide a higher net benefit. Du Toit (2002:37). Public services should always be bound by the value for money it offers to the citizens because resources are scarce and yet the demands for quality services are always increasing. Therefore efforts should be made to extend services by using cost-effective strategies in public service delivery. In the context of e-governance being a support system for public service delivery, services that carry value for money are

essential because the theory is that demands and needs always supersede the ability of the public sector to meet those particular needs.

The Makana municipality in Eastern Cape purchased thirty two (32) iPads for its municipal councilors Munyoka and Manzira (2013:19). The intention was aimed at moving towards paperless council meetings as well as saving photocopying and reprinting expenses with such an e-governance solutions move. The Ladysmith Municipality in Kwa Zulu Natal also purchased fifty three (53) notebooks for city councilors Munyoka and Manzira (2013:17). The aim here was to reduce the cost of paper for municipal meetings calculated at two million rands per annum Munyoka and Manzira (2013:19). Thus this is plausible in essence of the fact that the public service delivery sector is under starved from funds.

#### **4.4.2.4 THEME 2.4: *Equity***

Johnson (2011: 164) defines equity in public administration as the fair, just and equitable management of all institutions serving the public directly or by contract. Therefore equity involves the fair, just and equitable distribution of public services and implementation of public policy; and the commitment to promote fairness, justice, and equity in the formation of public policy. The Batho Pele principles acknowledge the essence of courtesy by public servants to the citizens, from whom they are mandated to deliver services. This simply implies that public servants must treat citizens with respect

as customers of public services irrespective of their social statuses. Apparently few information technologies thus offer the possibility of close and ongoing interaction between government and citizens (G2C). More importantly, online information seeks to promote the affirmation of previously the previously disadvantaged groups in South Africa. It is thus plausible that online forms of e-governance are non-discriminatory, faceless and consistent. Simultaneously, online forms of governance are replicable and empowering.

The government portals and the Presidential Hotline are e-governance initiatives that seek to attain and promote social equity in the public service delivery sector in South Africa that was previously racially established. This is because face to face government services are associated with harsh, crude and inconsiderate public servants. Hence this crude behavior normally deters the general public from acquiring public services; rather they resort to seeking services from private institutions which normally offer the same services at a better quality but for a higher price. This is evident mainly in the health and education sector in which public institutions that are mandated to offer such basic services are suffering a huge backlog, part of which was inherited from the apartheid regime which rendered racialised public services as argued by Ijeoma, Nzewi and Sibanda 2013:14. Since the provision of public services in South Africa is a major challenge the implementation of alternative service delivery tools and initiatives such as e-governance is essential for the ongoing improvement of service delivery.



## **4.5 OBJECTIVE 2: *To explore on the experiences of ICT and e-Governance in service delivery in the public service sector.***

### **4.5.1 THEME1: *Success of e-governance in South Africa***

Cloete (2012:128) asserts that e-governance is the future of public governance and public service delivery globally. The research findings as derived from the literature as espoused in the previous chapter clearly affirm that e-governance is therefore for the benefit of the government, its people and the relevant societies involved. This is because of the merits of e-governance attached to the public service notwithstanding its efficiency, effectiveness, economic nature and promotion of equity for the public. Therefore it becomes significant to understand that the success of e-governance as a support system to service delivery has transcended over the turmoil associated with public service delivery backlog in the South African public service sector as proven in the literature. This is clearly entrenched in most of the e-governance initiative and tools that South Africa has embarked on as revealed in this research and this is because they have certainly proven to support the public service delivery sector.

The success of e-governance has not been inclined to one dimension of the public service delivery sector because e-governance is undoubtedly multidimensional. The success of e-governance is evident in the health sector, education sector, home affairs and even the Department of Presidency itself were various e-governance initiatives have been successfully incepted and embarked on inter alia. Thus it would be irrational to argue that South Africa has not had its own portion of success with e-governance

tools and initiatives since the inception of independence in 1994. Hence it is plausible to acknowledge that the public service sector has managed within its means to address certain infrastructural backlogs that have been dragging from the pre-1994 era. Thus with the drafting of the White Paper on Transformation of Service Delivery, several strategies and mechanisms were devised to address the imbalances of the past by implementing the Batho Pele 1997 which can be acknowledged for the success of e-governance as a support system in the public service sector.

The purpose of the Batho Pele principles as enshrined in the White Paper is to provide a policy framework and a practical implementation strategy for the transformation of public service delivery. It focuses on “how” public services are provided, rather than on “which” services are provided and its main intent is to improve the efficiency and effectiveness of the way in which the services are delivered. Henceforth this being the mandate of this research to ensure that e-governance effortlessly supports the delivery of services in the public sector for the benefit of both the public and the government. This is the reason why e-governance tools and initiatives are not structured along a distinct and particular department but however it seeks to cut across the entire public service delivery sector. Hence it is plausible to acknowledge that the legislative frameworks that were initially implemented to guide and transform public service delivery also propagate the mandates of e-governance, thus they are also owing to the success of e-governance in South Africa.

#### **4.5.2 THEME 2: *Challenges of e-governance in South Africa***

It is rational to posit that the trail of e-governance has moved through a profound success route in South Africa. However progress with implementation of e-governance initiatives and tools has been stunted by either premature death or failure to bloom fully because of negligible awareness of the relevant stakeholders with e-governance initiatives as argued by (Abrahams, 2009). Simultaneously the results of the e-barometer report also clearly reflect that there are still loopholes within the South African e-governance internal and external environment. In an attempt to comprehend the challenges that e-governance is facing in South Africa the DoC report identified the bottlenecks that are curtailing e-governance as a support system for public service delivery and some of them are explained in detail below (DoC, 2011:28-43):

##### **4.5.2.1 Human capital**

South Africa faces significant human capital development challenges in building the Inclusive Information Society. One of the key challenges is the shortage of skilled ICT people in the country exasperated by the “brain drain” of skilled ICT personnel and other professionals to developed countries, and from public to private sector. It is the human resource development issue within government that needs major prioritisation. The public service delivery system needs to be strategically aligned with the ICT demands of the country and scarce ICT skills need to be attracted and retained particularly within the government. This calls for addressing the issue of ICT skills. Enhancement of ICT

skills for both the government officials and for the citizens will change the levels of access, uptake and intake of these services.

#### **4.5.2.3 Infrastructural Incapacity**

South Africa lacks a comprehensive and easily accessible evidence base to support strategic policy decision making and programme design to leverage ICTs for South Africa's Information Society development. This negatively affects timely detection of public service delivery challenges for the purpose of effecting corrective action with the proper e-governance initiatives. Thereby this results in the encroachment on the ability of the state to deliver effectively and efficiently in terms of the ICT for development agenda. Infrastructural incapacity further hampers on international development reporting obligations on ICTs such as reporting requirements on the Millennium Development Goals and progress made towards the implementation of the World Summit on Information Society (WSIS) Plan of Action.

The Gauteng Shared Services Centre (GSSC), responsible for providing IT services and introducing provincial broadband infrastructure to support educational and healthcare applications in schools and provincial hospitals, created high expectations, but it has collapsed and the most viable of its core functions have been incorporated into the Gauteng Provincial Finance Department (Mahlomg & Jones, 2010). This is a clear indication that the success of e-governance as a support system for public service requires more efforts to ensure that it achieves its set objectives.

### **4.5.2.3 E-readiness**

It is significant to understand that the success of e-governance initiatives and tools in South Africa require an e-ready reception from both the public servants and the public in general. This implies that if the relevant stakeholders involved in the e-governance environment are not receptive of the various initiatives and tools incepted, this disarrays the success of e-governance as a support system for public service. Krull 2003:4 defines e-readiness as the degree to which a society is prepared to participate in the digital economy with the underlying concept that the digital economy can help build a better society.

South Africa mostly has the required legal framework and governance model, infrastructure, and human capital needed for e-government but seemingly the citizens and the public servants are not even e-ready. The fact that both the public servants and the citizens are not e-ready can be explained by several constraints that are undermining the propagation of e-governance into full throttle. Some of these constraints are unawareness of the e-governance measures in place, limited access to internet in the aspect of the e-governance initiatives that require advanced technology, limited electricity also affect the inception of e-governance initiatives. Thus it is significant to understand that the success of e-governance in public service delivery also particularly depends on the e-readiness of the citizens because they are the primary users of the various e-governance tools and initiatives.

#### **4.5.2.4 Upgrade of provincial portals**

The nine provincial governments in South Africa each have their own portals, the best functioning of which are the Gauteng Provincial Government and the Western Cape Provincial Government. The Cape Gateway portal probably led the way (Cape Gateway, 2004; PGWC; 2005), although in a 2006 review, De Tolly, Maumbe and Alexander argued that more content was needed, there was a need for centralised content management, a stronger technology base, more specialist skills, the development of a more dedicated e-culture, better access and a systematic monitoring and evaluation programme. The authors also stressed the strategic importance of mobile government strategies to optimise the functionality of the system (Cape Gateway, 2004; PGWC; 2005). However, upon reviewing the literature in this research project, it actually became clear that the public servants are finding it increasingly difficult to maintain and upgrade the portal to meet continuously emerging needs because of lack of intensive information skills. Basic information like contact details and addresses are not updated on the portal, while important new documentation is not made available immediately after the publication of the information and in other cases it is not added at all (Cape Gateway, 2004; PGWC; 2005) .

#### **4.5.2.5 Language barrier**

The successful e-governance implementation of the national and provincial portals is rational to acknowledge as leverage for the ailing public service delivery. However the initial undertaking to increasingly provide content on the portals in English, Afrikaans

and isiXhosa has also not fully materialised (Rasool, 2011). The NMBM municipal portal has effectively attempted to break the language barrier as evidenced with the provision of Xhosa option on its web portal and this is due to the fact that Xhosa is the first language in NMBM. The Gauteng provincial portal has elicited explicit reports in the media of a failure of the system (Rasool, 2011); although it started off well with an attempt to create a one-stop-shop access channel to services provided by the Gauteng Provincial Government in all the eleven official languages (Abrahams & Newton-Reid, 2008).

#### **4.5.2.6 Rural Electrification of schools**

E-learning is an efficient tool to address book shortages and challenges of book distribution to learners and even the Department of Education itself acknowledges that e-learning has a profound positive impact on the education system of South Africa (South Africa's Children 2013). Despite its transformational impact on the learning process, e-learning is however stunted by several barriers to its successful implementation in South Africa. Electrification was noted as the major setback to e-learning in South Africa because twenty (20) percent of the schools still have no power supply whatsoever and electricity is the basic mechanism driving e-governance and whose absence will lead to stagnation of e-learning (South Africa's Children 2013).

Sadly the reality is for the learners who are deprived access to e-learning services because when they enter into higher learning institutions and simultaneously into the corporate world, basic technology proficiency is a fundamental need which they cannot do without. On understanding that the world is fast becoming more digitalized, the Gauteng Department of Education also announced its intention to propagate the e-learning initiative to the province's schools, and distribute eighty-eight thousand tablets to schools that need them, however the challenge is that the announcement has not yet materialised and this diminishes the impact of e-learning (South Africa's Children 2013).

#### **4.5.3 THEME 3: *How some challenges were overturned?***

The inception of e-governance has had quite a tremendous plausible effect on service delivery in the public service sector of South Africa. However it has had its fair share of challenges in ensuring those e-governance initiatives and tools reach an advanced stage of implementation. Thus as espoused on above in theme two, the successful inception of e-governance has been derailed by several challenges. The reason for this state of affairs is because there are a number of favourable political, cultural, social, economic and technological conditions that still need to exist for the e-government and later the e-governance paradigm shift to take a strong hold. Hence it is plausible to acknowledge the fact that the South African public service sector has effectively attempted to address some of the challenges that have been barriers to the successful implementation of e-governance initiatives. However as espoused on the contribution of e-governance tools, the success stories of e-governance seemingly supersedes the



challenges and failures of e-governance. This could also be explained by the fact that there are stringent policies and legislative frameworks in place that seek to propel e-governance into successful establishment and implementation.

#### ***4.6 OBJECTIVE 3: To understand the e-Governance policy and legislative framework on service delivery in South Africa.***

##### ***4.6.1 THEME1: Status of e-governance policy and legislative framework on public service delivery.***

The aim of the research was to draw insights from the relevant policies and legislative framework and to understand how they propagate or hamper the implementation of various e-governance tools and initiatives as support systems for service delivery in the public service sector. Thus below is a discussion of the findings based on the literature espoused on in chapter two. It is also quite lucid to concur that the policies and legislative frameworks in South Africa are strongly harnessed and flowing in the same direction with the needs of the people to ensure that service delivery standards are efficiently and effectively achieved as explained below.

##### **4.6.1.1 White Paper on the Transformation of the Public Service 1997**

The post-1994 era has witnessed the formulation of various legislative requirements which were designed to direct the local, provincial and national departments of the South African public sector. Hence with the inception of independence in 1994 these several governmental reforms were implemented with the aim of improving public service delivery which was historically racially biased. The White Paper on the

Transformation of the Public Service 1997, published on 24 November 1995 clearly sets out eight transformation priorities with recent amendments making them eleven and amongst which Transforming Service Delivery is the key. The key legislative framework that governs e-governance is the Public Service Act, (Act 103 of 1994) and its subsequent amendments. This Act provides for, amongst others, the establishment of norms and standards relating to e-governance and information systems management in the public service sector. Thus the White Paper seeks to propagate the successful establishment and implementation of e-governance tools and initiatives as a support system for service delivery to the public service sector.

#### **4.6.1.2 The Public Finance Management Act, (Act 1 of 1999)**

The Public Finance Management Act (PFMA), 1 of 1999 is an extensive act which is based on the financial legislation governing the national and provincial spheres of government. The legislation provides inter alia for securing the financial and sustainable financial affairs of the local, provincial and national departments and to establish budgetary norms and standards. Hence through the IFMIS as provided for by the Public Finance Management Act, (Act 1 of 1999) the PFMA 1 of 1999 seeks to ensure that the financial system of the public sector promotes transparency in an effective and efficient manner. Thus with the move from paperless governance to e-governance, IFMIS comes as a means to thwart the high rates of corruption, fruitless and wasteful expenditure associated with public funds. It is no argument that wasteful expenditure of public resources hampers the mandate of e-governance because resources will be channeled

into the wrong means and this implies that some e-governance initiatives might suffer from inadequate funding and thereby obscure the support system of public service delivery.

#### **4.6.1.3 State Information Technology Agency (SITA) ACT, (ACT 88 OF 1998)**

The State Information Technology Agency (SITA) was established in 1999 after the promulgation of SITA Act, (Act 88 of 1998) to consolidate and coordinate the State of South Africa's information technology resources. The agency is aimed at managing the e-procurement system and the delivery process to ensure that the public service sector and the citizens both get value for money in the use of information technology to support the delivery of e-governance initiatives and tools. It is imperative to acknowledge that SITA is the largest information technology business handler of information technology products and services in the government of South Africa ([www.sita .co.za](http://www.sita.co.za)) as provided for by the SITA Act 88 of 1998.

#### **4.6.1.4 Department of Public Service and Administration (DPSA)**

The DPSA is the department that deals with all national, provincial and local matters of public service and administration in South Africa. The DPSA witnessed the adoption of the e-governance policy in 2001 and the Government Information Technology Council, (GITOC) consisting of government information officers from all government departments, was also established as a third agency to monitor and coordinate e-

governance initiatives and to give direction to SITA (GITOC, 2011a). GITOC reports to the DPSA, and the Government Chief Information Officer (GCIO) in the Department of Public Service and Administration acts as the Secretariat of GITOC. However it is implausible to note that a decade after the establishment of GITOC, the forum has not fulfilled the expectations generated by its establishment. The relationship between the GCIO and the Council has been under continuous strain, partly because the Council elected one of the departmental GITOs as chairperson, while GITOs are seen as subordinate to the GCIO in terms of the GITOC structure.

This structural–political defect in the operation of the Council has had a paralysing effect on the success of e-governance in public service delivery due to the politics-administration dichotomy. The governmental gateway portal for the South African Government Online available at [www.gov.za](http://www.gov.za) enables access to information on government and public services as also provided by the Public Service Regulations Act of 2001 (DPSA, 2001). However, a recent media report titled “Government IT fails SA” summarises the conclusion of the Auditor General that ninety-two percent of the thirty-eight national departments did not fully comply with the user–access management controls, while eighty-one percent did not have full security management systems in place and seventy-nine percent did not have a complete e-governance framework (Mawson, 2012).

#### **4.7 OBJECTIVE 4: *To review literature on e-governance and public service delivery.***

##### **4.7.1 THEME1: *Relative literature of e-governance in the public service delivery sector.***

The South African e-government programme also extends to local government level, the best examples of which are programmes of the metropolitan municipalities of Cape Town, Johannesburg, Ekurhuleni, Tshwane and eThekweni. Cape Town has an integrated GIS-based application that has improved the efficiency and effectiveness of a number of its technical and financial operations significantly (Cloete & Needham, 2004). Significant to note is the Smart Cape Access project and the Digital Business Centres project which were supplemented by the Khulisa Youth Development Programme to focus on equipping young people from previously disadvantaged communities with ICT technical skills to operate in the new economy. This programme is one of the largest learnership programmes in the public service sector. Community empowerment was addressed through community computer literacy programmes and the establishment of computer workstations linked through electronic networks to the municipality and the provincial library and school systems.

Van den Berg, Van der Meer, Van Winden & Woets (2006) compare Cape Town and Johannesburg relatively favourably with what they regard as other good international practices of local e-government like Barcelona, Manchester, Tampere, The Hague and Venice, but concluded that it was still not possible for them to state unequivocally that e-

governance improved the total performance of municipalities, because of citizen dissatisfaction with many of these local governments. Abrahams & Newton-Reid (2008) concluded that the websites of Gauteng municipalities provided a mixed bag of effective and ineffective services across the e-governance environment in public service delivery. Hence it was essential that constant upgrades and updates be done to streamline the e-services on a municipal web-portal into distinct sections for easy access to the general public.

#### **4.8 KEY OBSERVATION FROM THE RESEARCH FINDINGS**

Governments in many developing countries are failing to meet the needs, expectations and demands of citizens through their existing public service delivery programmes. This can be attributed to traditional delivery weaknesses which include deficits in human knowledge and skills, financial resource constraints, lack of effective public management and good governance practices (Cloete, 2003). As is clear from the case of the South African public service sector, the most significant obstacle to the optimal use of ICT in government is not necessarily resource-related. Rather, there are many other obstacles, including an inability or unwillingness to draw on the potential contained within e-governance to support good governance, and public service delivery and this is also coupled by the effect of inadequate resource prioritisation towards e-governance (Cloete, 2005). Aggravating factors that have also been stunting the growth of e-governance include the inadequate levels of management by the public servants as well as the absence or late introduction of monitoring and evaluation approaches to the establishment of the various stages of e-governance tools and initiatives.

However the literature espoused on within the entire research serves to clearly indicate that e-governance in South Africa has made significant progress beyond the information provision stage. Pockets of profound excellence do exist, where electronic interaction between G2C and transaction completion, is possible, but these cases are also hampered by the more dismal internal and external factors that were highlighted. From the findings, challenges that are derailing the success of e-governance as a support system for public service delivery do not however overthrow the merits and significance of e-governance. The findings are also a lucid indication that e-governance has a tremendous supportive role to play in ensuring the propagation of public service delivery through its tools and initiatives. Thus it is imperative that every relevant stakeholder, with the inclusion of the general public work towards a pragmatic approach of fostering the full establishment and implementation of e-governance initiatives and tools.

#### **4.9 CONCLUSION**

In an attempt to bring this chapter to a conclusion, it is germane to note that a very important part of future e-governance initiatives in South Africa depend on the acquiring of the relevant skills and knowledge by the public servants and the general public at large. This is because the research findings revealed that without the proper training and e-readiness it will be impossible for both the public servants and citizens to optimize the use and usage of e-governance and its associated benefits as a support system for public service delivery. Thus for e-governance to be well assimilated into the public

service delivery sector it is essential that public administration programmes be made available online to public servants and equipping them with information technology commodities as well as the required and knowledge to ensure the success of future e-governance applications. However, extensive normative research is still further needed to cement the fusion between the realities associated with the capacities and the possibilities presented by advances in the propagation of e-governance as a support system for public service delivery.



## **CHAPTER FIVE**

### **SUMMARY, RECOMMENDATIONS AND CONCLUSION**

#### **5.1 INTRODUCTION**

The previous chapter of the research was aimed at giving a presentation and discussion of the findings of the complete research. Therefore the aim of this chapter of the research is to give a summary of the entire research findings and to further make recommendations based on the findings of the research and then conclude the research by well articulating on the primary objectives of the research which were:

- To examine e-governance tools and their contributions to service delivery in the public service sector.
- To explore on the experiences of e-governance on service delivery in the public service sector.
- To understand the e-governance policy and legislative framework on service delivery in South Africa.
- To review literature on e-governance in essence to service delivery in the public service sector.
- To proffer conclusions and make recommendations based on the findings.

## 5.2 SUMMARY OF FINDINGS

The mandate of this research was to clearly substantiate on how e-governance can be a support system for service delivery in the public service sector of South Africa and generally the rest of the developing nations. The following key findings were established according to the information reviewed from various comprehensive sources in the literature and the entire research so as to ensure that the research questions were well addressed.

- It is plausible to acknowledge that the inception of e-governance initiatives and tools from the local, provincial and national level has been an ongoing and successful process.
- The introduction of e-governance resultantly witnessed the emergence of the e-barometer to measure the progress and success of e-governance projects in South Africa.
- The research indicated that there are several rational successful projects and initiatives of e-governance in South Africa which have been really a support system for public service delivery, which is always associated with constant public service delivery protests.
- The e-learning policy is clearly facing financial shortages and therefore it should be funded as a part of the government's operating budget, just like teacher salaries, school buildings and other teaching projects and teaching aids.

- The promotion of e-readiness is quite pertinent because its absence has the capability to completely derail the successful inception and implementation of e-governance initiatives and tools in support of public service delivery.
- The legislative framework that wires e-governance is not really supportive and directly aligned to public service delivery; hence this hinders the efforts of e-governance to address the ailing services through electronic means, despite its positive effects.
- It is also plausible to assert that e-governance is a cross-cutting mechanism whose prologue has permeated into several and various government structures and government departments, inclusive of the DoH, IEC, DoC and DoF as presented in the research.
- South Africa is a democratic nation that has eleven official languages; however the application of these eleven languages to be representative through the various e-governance initiatives such as the national, provincial and municipal portals is still a challenge. This is an obstruction to realising the thriving and establishment of e-governance to be representative of each populace in equitable ratios.
- E-governance is facilitated by either electricity and or internet, hence their presence is imperative. However accessibility to electricity and internet access is also a challenge that has been derailing the success of e-governance to the general citizens who utilise public services.
- ICT is a dynamic and ever evolving system which requires the government to be ever evolving as well to meet up with the dynamism of e-governance. The

government is however failing to address such issues because government web portals lack constant upgrading and updating of the web and online details.

- The dynamism of e-governance as provided for by ICT requires mainly experts that range from entry-level to professional experts who enable the facilitation of the e-governance process and systems. The brain-drain of ICT experts and personnel from the public to the private sector has however been a detriment to ensuring the objectives of e-governance in the public service sector are met, hence the government should retain ICT personnel to propagate the success of e-governance as a support system for public service delivery by increasing the incentives.
- South Africa is a nation with a relatively high Gini co-efficiency as asserted to by the World Bank Data 2013. This implies that the gap between the rich and poor is very wide and therefore the disparity in access to services is resultantly wider. Hence the research acknowledges that the digital divide is dissolving the mandatory objectives of e-governance as a support system of public service delivery.
- The research results were a clear indication to the fact that a distinct e-governance monitoring and evaluation system is essential to measure the anticipated benefits against the unanticipated outcomes of the already implemented e-governance tools and initiatives.

## **5.3 RECOMMENDATIONS**

E-governance is more than implementing e-governance tools and initiatives but it means planning for capacity building for the public good. E-governance strategy has particularly addressed a number of public service delivery challenges being faced by the government of South Africa at large. Thus it is imperative to acknowledge that e-governance is a gradual public policy initiative that needs constant monitoring and evaluation of the established projects. This is essential to achieve the anticipated benefits and to curb and address the unanticipated setbacks within the e-governance process. Thus this research has clearly articulated the successes of e-governance as a support system for public service delivery, however more needs to be done to tackle the challenges that the implementation of e-governance are facing. These are the recommendations below that seek to enable the successful establishment and implementation of e-governance as a support system for service delivery in the South Africa public service sector at large.

### **5.3.1 Security breaches**

The research has clearly proven that paperless governance is efficient and effective in propagating public service delivery. However e-governance is associated with the derail of security breaches owing to hackers and viruses which threatens the integrity of electronic records. Thus security breaches should be prevented because they threaten

the integrity of e-services and diminish the validity of e-governance initiatives and tools as a support system for public service delivery. Therefore it becomes essential that the government prevents the interception of electronic data sources from any potential threats by inserting strong security measures through controlling the disclosure and sharing of web information (Reylea 2002: 16). The South African government promulgated legislative frameworks that promote security of data sources and these include the Electronic Transactions Act of 2002, the Interception and Monitoring Prohibition Act of 1992 and the Electronic Communications Amendment Act, Act No. 1 of 2014.

### **5.3.2 Privacy**

The inception of the new ID smartcard means the Department of Home Affairs has the personal details of those who have been issued with the new electronically enabled identity document. This implies that the government's use of electronic databases has an element of corroding the right to privacy because databases share personal details with ease (Jaeger *et al* 2002: 322). E-governance has some degree of constriction because ICT is ever upgrading and this means new and unanticipated challenges are prone to erupting. The new smart ID cards in South Africa have better security features than the old green ID book and the new smart ID cards are argued to be extremely difficult to forge. However this does not mean that they will not be attempts to forge these new cards, because ICT is evolving in nature. Therefore it is essential that the

government prevents counterfeiting of user information in an attempt to preserve the trust and privacy of the public (Jaeger *et al* 2002: 322)

### **5.3.3 The digital divide**

Digital divide is a challenge to the implementation of e-governance which is caused by the disparity in access to e-services and this may outcome from factors inclusive of class, race, age, culture and geographical location (Stones 2000:10). The impact of digital divide in South Africa is worsened because South Africa is characterized as the most unequal society in the world due to the increasingly widening gap between the rich and the poor as proven by the Gini co-efficiency of 63, 1 World Bank Data (2013). This is despite the fact that increasing e-governance in public service delivery presents an opportunity to leverage the infrastructure that assists the marginalized citizens through the provision of local e-services, which saves them transport, time and costs Magnus and Sani (2013:350) in Ijeoma and Nwaodu.

It is also plausible to denote that there are some e-governance initiatives that are attempting to address the challenges of digital divide. This is particular with the Smart Cape Access project and the Digital Business Centers project which were supplemented by the Khulisa Youth Development Programme which focused on equipping the youth from previously disadvantaged communities with ICT technical skills to operate in the new economy Cloete, (2012:134). The inception of e-governance has witnessed the transition from paper to paperless ICT driven services.

However it is rational to acknowledge that the Gini co-efficiency of South Africa as reflected by the World Bank Data (2013) means that a wider portion of the population is still alienated from using and receiving e-services, because of digital-divide.

Thus this entails that the impact of the digital divide can effectively distort the real implication of e-governance on public service delivery if not well articulated. A budget of two billion United State dollars was allocated to the ICT department in 2002 by the South African government and this budget was mainly to play a role in bridging and eliminating the digital divide. Hence Magnus and Sani (2013:350) in Ijeoma and Nwaodu acknowledge that solutions should be formulated to address the negativity of digital divide for instance opening more general Multi-purpose Community Centre (MPCC's) such as the Smart Cape Access project.

#### **5.3.4 Training and Development**

(Booz- Allen 2002: 87) argues that individuals with better education have higher rates of internet usage than others while those with lower levels of education tend to show the least interest in using the internet driven services. The 2008 General Household Survey (GHS) conducted by Statistics South Africa (StatsSA 2008/2009) denote that the adult literacy rate is an indication that few people in South Africa are therefore educated enough to enjoy the convenience of e-services. Education through development and training becomes a significant tool in an attempt to purge the digital divide. This is because there is an increase in an educated populace making use of the e-services through e-governance tools and initiatives thus making relatively frequent use of e-



governance information and services (Borins 2001:12). Hence ICT training should be part of the development plan for public servants as aligned to by the Skills Development Act, (Act 7 of 1998).

### **5.3.5 Accessibility of e-services**

The Occupational Health and Safety Act, (Act 85 of 1993) clearly asserts that an employer should provide a safe working environment and the needs of employees with disabilities must be catered for. This implies that the Government should cater for every citizen from the general populace in terms of accessibility of available e-services. It becomes essential that those with disabilities should also be able to enjoy the convenience of e-governance tools and initiatives. The (DoC, 2011:28-43) alluded that it is essential to make e-services accessible to people with disabilities because there are several barriers with e-governance tools and initiatives that obstruct peoples with disabilities from making good use of e-services as much as the general able-bodied populace can do.

### **5.3.6 Cooperative e-governance**

The Intergovernmental Relations Framework Act, (Act 3 of 2005) facilitates for cooperative governance among all the three spheres of government in South Africa. This is because lack of cooperative governance consequently leads to poor cooperative

e-governance and this will ultimately diminish the crux of e-governance (Jaeger 2003:392). Thus it is significant that that all the levels of government strategically design a seamless e-governance strategy that perfectly suits each sphere. This will reduce conflict of goal and objective interests among the public officials and thereby ensuring the success of e-governance tools as a support system for public service delivery with no elements of political dichotomy.

### **5.3.7 Language barriers**

South Africa currently has eleven official languages. This implies that as a democratic nation, the information accessed and delivered through e-governance should be representative of the population in the ratio of the language divisions (Gupta 2003: 367). Equal language representation is essential in an attempt to bridge the digital divide which is triggered by a lot of factors as already aforementioned. The public service delivery sector occupies a huge spectrum of the nation because of the role it plays it on the populace. Therefore if e-governance is attempting to anchor public service delivery as a support system, it should be able to cater for all the populace who speak the eleven official languages of South Africa.

The content provided on the national, provincial and local government portals currently is mostly English rendered, and this can be a setback of e-governance service provision because English does not necessarily cater for tribal needs in terms of service delivery. The initial undertaking to increasingly provide e-services and e-content on the portals in

English, Afrikaans, isiXhosa and Tshivenda has not fully materialised (Rasool, 2011). The NMBM municipal portal has however attempted to break the language barrier as evidenced with the provision of Xhosa option on its web portal, and this is because of the fact that Xhosa is the first language in NMBM. This is plausible despite the fact that NMBM caters for a wide range of tribes ranging from Xhosa's, Sotho's and Zulu's. Effective e-governance therefore requires standardisation of word usage and this is possible through the use of common languages in which citizens can easily but effectively communicate (Jaeger 2003:392).

### **5.3.8 Political Will**

The fact that there is an absence of sound policy relative to e-governance on public service delivery could imply a negative implication on the essence of e-service delivery stagnation (DoC, 2011:28-43). The issue of role clarification of all the relevant stakeholders involved in the policy making process has to be addressed to ensure that delays of implementation of the various e-governance projects. The formation of Government is argued to be bureaucratic and thus associated with a lot of red tape (Van Rooyen 2003: 242. Red tape is associated with redundancy and inefficiency this implies that public officials are content with the old methods of governance and could highly resist the establishment of e-governance (Van Rooyen 2003: 242). It is therefore essential that the government puts in place stringent measures to ensure adherence to e-governance tools and initiatives because the implementation of e-governance has

been extensively commended in that it provides innovative momentum to deliver services quickly and efficiently Evans & Yen (2006:208). There should also be an essence of role clarification to diminish political administration dichotomy which practically tears down the public service fabric.

### **5.3.9 Reliable access to electricity and internet**

The research has clearly proven that increasing e-governance provision in public service delivery presents an opportunity to leverage the public infrastructure so as to assist the marginalized citizens through the provision of local e-services, which saves them transport, time and costs Magnus and Sani (2013:350) in Ijeoma and Nwaodu. However, e-governance is non-functional without the provisions of either electricity or internet to ensure the successful implementation of e-governance tools and initiatives. Therefore for e-governance to be fully functional and effectual as a strong support system for public service provision, the entire electrical and technological infrastructure must be present in its entirety (Snellen 2002: 197).

### **5.3.10 Addressing E-readiness**

The research has clearly revealed that successful establishment and implementation of e-governance is dependent on the reception of the e-services by all the relevant stakeholders and most especially the general public who are at the receiving end of e-

services. E-readiness is defined as the degree to which a society is prepared to participate in the digital economy with the underlying concept that the digital economy can help build a better society (Krull 2003:4.) This simply implies that unless the public knows what the e-governance tools and initiatives are as well as how to use them, they are unlikely to use them and this will resultantly dissolve the quintessence of e-governance. It is therefore crucial to recommend educating of citizens about the significance of e-governance and its tools and initiatives, so as to raise awareness. According to Jaeger (2003: 324), people who are more aware of and comfortable with e-governance initiatives will be more likely to use it. Thus the citizens should be well aware of the e-services on offer as well as how they are operated to dissolve any factors that might diminish their use of e-services due to not being e-ready.

#### **5.4 DISSEMINATION OF RESEARCH FINDINGS**

The findings and analyses of this research will mainly be disseminated by electronic means through the University of Fort Hare research repository as well as the availability of the hard copy of this Thesis in the University of Fort Hare library for research section. Other methods of availability for the findings of this research will include, paper publications in peer-reviewed journals, and paper presentations at conferences and workshops.

## **5.5 CONCLUSION**

In summation of this chapter it is significant to remember that technology is not a panacea for all service delivery challenges but it is an enabler, hence this research elucidates that e-governance should and can be a support system of public service delivery. The research has also clearly revealed that e-governance is significantly taking its position in the post-1994 South Africa. However the factors affecting e-governance revealed that technological, financial and political impediments should still be effectively dealt with to ensure the successful implementation of e-governance initiatives and tools. The recommendations also revealed that efforts to address the challenges of e-governance must be well driven for e-governance to prolong its growth in the public service sector. Hence more enquiries are needed, to ensure that e-governance develops effectively with efficiency in a bid to ensure that governments and the public comprehend the essence of e-governance tools and its initiatives as a support system for service delivery in the public service sector.

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