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FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF LOCAL GOVERNANCE STUDIES

AN EXAMINATION INTO THE FACTORS THAT HINDER THE EFFECTIVE
IMPLEMENTATION OF E-GOVERNMENT: THE CASE OF GWERU CITY COUNCIL

BY

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DECLARATION

I, David Madire, declare that this work is my own unique work, that it has neither been plagiarized nor submitted for related degree in any other University.

Signed

Date

DEDICATION

This piece of work is dedicated to my parents Mr. Misheck and Mrs. Eunice Madire and to my brothers, Paida, Darly, Mobho, Tale and to my yet to come wife and kids.

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My special thanks go to Jehovah the only True God who has unquestionably bestowed in me the knowledge to become a student at Midlands State University and assemble this research project. Thank you Jehovah! In your absence I could not have stretched to this level of academic excellence.

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ABBREVIATIONS AND ACRONYMS

G.C.C.....	Gweru City Council
H.R.D	Human Resources Director
I.T.....	Information Technology
I.C.T.....	Information Communication Technologies
T.C.....	Town Clerk
U.N.....	United Nations
ZIMASET.....	Zimbabwe Agenda for Socio-Economic Transformation

ABSTRACT

The main focus of the research was on examination into the factors that hinder the effective implementation of e-Government in Zimbabwe Local authorities using the case study of Gweru City Council. The research was aimed at identifying the factors hindering the effective implementation of e-Government program at Gweru city council, advantages of e-Government implementation, assessing the institutional capacity of Gweru City Council in the adoption of e-Government, and coming up with recommendations to problems and/or challenges faced in implementing e-Government to improve service delivery and citizen participation. The term e-Government was contextualized and conceptualized in this research – that is the provision of the meaning of the term e-Government. The diverse delivery models of e-Government are also taken note of ie delivery models of e-Government as government to citizen (G2C), Government to business (G2B), Government to Government (G2G) and Government to Non Governmental Organizations. The e-Government implementation strategies for Zimbabwe as outlined in the Zim Asset economic blue print document were also discussed. The case studies of successful countries on E-Government such Korea, South Africa, Canada, Denmark and others as examples to overcome the e-Government challenges in Zimbabwe were also discussed in this document. As such the research subscribed to a descriptive approach of doing a study. . Stratified sampling was used to come up with five strata of respondents the citizens, council employees, council management, senior staff of council and the elected councilors. Simple random sampling was then used to pick citizens, council employees, and council management whereas purposive sampling was used to pick up councilors, and top officials of council (Town Clerk, Human resources director and the Town Engineer). Questionnaires with both closed and open ended questions were used for citizens, council employees, councilors and council management and an interview guide was used to get data from the Town Clerk, Human resources director and the town engineer. A total of ninety two respondents provided data for this research, which has been analyzed and presented in tables, charts and qualitatively. The results of the research reflected that there are many challenges militating against the full implementation of e-Government at Gweru city council and the dominant challenge being the financial constraints. The results also revealed that the institutional capacity of Gweru city council for the adoption of e-government is very weak. The council employees are not trained regarding the e-Government program and thus the main reason why the employees are resisting against the change. The council has no e-Government implementation plan or strategy in place and citizen awareness on e-Government implementation has not yet been done or taken seriously. Most councilors feel that they can still perform their duties well even without the use of electronic devices. To this matter Gweru city council is taking chameleon strides in fully implementing e-Government. A manual system of record keeping and management is therefore pre-dominant in doing business at Gweru city council. Recommendations that have been given include that the government of Zimbabwe should take an active role in putting in place a legal agenda for e-Government implementation by breaking up legislative and regulatory obstructions to the delivery of online services, Gweru city council should aim to have a separate budget for e-Government initiatives, Gweru city council should send all relevant council employees as well as elected officials on extensive ICT training workshops in order to boost the ICT confidence and skills in council staff.

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CHAPTER 1

INTRODUCTION

1.0 Introduction

The adoption of e-Government (e-gvt) the world over has taken centre stage especially in the Government departments, ministries, and agencies. Most local authorities in Zimbabwe (Gweru city included) have also been engaged in the adoption of e-Government systems or the use of Information Communication Technologies (ICTs) in order to cope up with the fast moving Global events and to meet the service delivery demands of their communities. However it is worrying that the adoption of the e-Government in Zimbabwe local authorities and its full implementation has been hindered by a number of factors. It is therefore the aim of the study to seek and analyse the major factors hindering the effective implementation of e -Government in Zimbabwe local authorities and offer possible remedies.

This chapter will focus on the background of the study which identifies the problem within its proper context, the statement of the problem, which identifies the research problem, the significance of the study, which aims to justify the criticality of the research to the Gweru City Council, the student, MSU, other local authorities and stakeholders. The chapter will also highlight on the objectives of the research, research questions, and delimitations of the study which refers to the area to be covered by the research.

1.1 Background of the study.

Gweru (formerly Gwelo) is a city near the centre of Zimbabwe under the Midlands Province. It has a population of about 150 000 as according to the 2009 National Statistics making it the

third largest city in Zimbabwe. It is the capital of Midlands Province, the name changed from Gwelo to Gweru in 1982. Gweru City Council (GCC) operates under the Urban Councils Act Chapter 29.14.

Over the past decade, international organizations and government have been calling for the adoption of e-Government or the use of ICTs in governance. Developed countries such as United States of America, Canada, Australia, Britain and Germany and developing countries such as South Africa, Brazil, and Kenya have been shifting to the use of ICTs and leaving behind the old system of paper work. The shift by these countries has evidently yielded positive results that have also attracted some developing countries to cherish and adopt the idea of e-Government. The advantage for such a shift include among others, cost efficiency, improve quality of service delivery to the customer (citizen) and business, transparency and accountability (Ndou 2004). This has greatly aided to good governance systems.

The advantages that come with the implementation of e-Government has also led the Government of Zimbabwe (GoZ) to direct local authorities to undertake e-Government and Gweru has also responded to that call in a bid to improve service delivery. However, good governance is becoming very difficult if not impossible to achieve at Gweru city council due to untimely service provision. Despite the fact that more than 80% as according to the e-Government Association of Zimbabwe of Gweru population has access to the internet the council has greatly failed to utilize that scenario to its advantage to strengthen communications with its stakeholders ,citizens, business and civic organizations through the internet in order to enhance service delivery.

The inability of the council to effectively implement e-Government has greatly compromised service delivery through poor communication between council and stakeholders, poor citizen

involvement in decision making processes as well as poor data and financial management has been evident. It has also aided to the detriment of other focal facets of good governance such as accountability and transparency as evidenced by a number of corruption reports that have been made causing backwardness in the development of the city.

Thus from the analyzed background it can be argued that ineffective implementation of e-Government systems at GCC is the main cause of poor governance , poor accountability, poor citizen participation, poor communications and poor local economic development to mention but a few.

1.2 Statement of the problem.

Service delivery by Gweru city council continues to deteriorate regardless of the implementation of e-Government systems. It is thus the prime concern of this research is to exhume the prime factors hindering the full implementation of e-Government services at Gweru city council and offer possible remedies to those challenges to ensure improved service delivery.

1.3 Objectives of the study

Objectives of the study are:

1. To identify the factors militating against the effective implementation of e-Government at Gweru City Council.
2. To find out the advantages of implementing the e-Government systems at Gweru City Council.
3. To assess the institutional capacity of Gweru City Council in the adoption of e-Government.

4. To suggest recommendations to problems and/or challenges faced in implementing e-Government to improve service delivery and citizen participation.

1.4 Research Questions.

1. What are the factors militating against the implementation of e-Government at Gweru City Council?
2. What are the advantages of implementing e-Government at Gweru City Council?
3. What is the level of institutional capacity of Gweru City Council for the implementation of e-Government?
4. What are the solutions to the challenges faced in the implementation of e-Government at Gweru City Council?

1.5 Significance of the study

The chief concern regarding the implementation of the e-Government is that, it enhances the effective and efficient delivery of services and the general promotion of good governance as a whole. Therefore the impetus for the study is to try and create an environment suitable for the effective implementation and usage of the e-Government services by identifying the factors that pose a challenge in the implementing of e-Government and try to come up with possible remedies to the factors identified.

1.5.1 Significance to the local authority

The research shall be of value to the GCC because from the identification of factors that hinder and limit the effectiveness of e-Government possible solutions can be formulate

1.5.2 Significance to Midlands State University

The research will undoubtedly be of great benefit to the midlands state university as it will add to the existing body of knowledge regarding e-Government adoption and implementation in local Authorities.

1.5.3 To the community

The community will also benefit from the study since The community will undoubtedly benefit since a detailed analysis on factors hindering the implementation of e-Syatem in Local Authorities will be undertaken. This will help them realize their role in the implementation of e-Government initiatives.

1.5.4 To the Researcher

The study will furnish the researcher with knowledge about factors that hinder or militate against the full adoption of e-systems in Local Authorities. Also the researcher shall be equipped with the knowledge on how relevant the e-Government initiative is in addressing the diverse needs of the society.

1.6 Delimitations of the study

The research is centered on the boundaries of Gweru City. It is focused on the examination of the factors that hinder the effective implementation of e-Government in Gweru City Council.

1.7 Limitations of the study

During the course of the research, the researcher encountered a number of challenges that made the research a bit challenging.

Political interference and the zeal to preserve existing systems by officials. Some employees were not comfortable to release some crucial information fearing that their views and

contributions might be exposed through the media. To remove this fear, the researcher made it clear to the respondents that the information will be entirely used for academic purposes and no names of any respondents will be mentioned in the research.

Information resource limitations. The university library still has little information regarding the topic under study since the topic is relatively new on the academic platform. So the researcher had no option but to use other sources of information such as the internet and make personal observations in order to acquire the required information to make the study meaningful and relevant.

Financial challenges. The researcher had financial challenges, such as transport costs, typing, printing, and other stationary. So the researcher had to look for financial assistance from the family and cut the expenses by borrowing from friends the needed items for the research.

Limited Time. The time the researcher spent with the Council officials was greatly limited since they had other administrative commitment they needed to attend to. So the researcher had to first make special appointments with the officials before making the visit.

Resistance and unwillingness to cooperate by the locals. The researcher faced a challenge in acquiring the needed vital information from the residents since they were afraid to participate fearing that their names might be captured and end up being victimized. However, the researcher managed to explain to the community the importance of the study to the community and assured them that the information they provide is solely for study purposes and no names will be captured.

1.8 Definition of terms

1.8.0 e-Government

Backus (2001), defines e-Government as an e-Business strategy in governance and identifies it to the process as well as structures required to make available electronic services to the general populace and connect with the business and to conduct electronic transactions in an organization.ie government to government (G2G).

The World Bank (2011) understands it as the utilization of information and communication technologies (ICT) to enhance the functionality of the Government and strengthen effectiveness, efficiency, accountability of Governments and their transparency.

Jeong (2007), suggests that it points to the use of information technology and communication technologies as well as other internet based communication technologies to strengthen or enhance on the functionality of public sector institutions and improve on service delivery.

1.8.1 Information communication technology (ICT)

These are electronic tools or gadgets are used for communication purposes through the internet of other networks. These include mobile phones, computers, and tablets among others.

1.8.2 Local authority

Mayor (2010) in OECD paper (2003) defines it as demographic units of government found in a democratic setup which are accountable to the central government. These have powers from the central government to administer the development of social, political and economic activities in their given areas of jurisdiction. They have the mandate to source funds and provide specific public goods and services to the publics on behalf of the central government

1.8.3 Summary and Conclusion.

The chapter focused on the analysis of the e-Government processes at Gweru city council, identification of the problems that militate against its effectiveness. The first chapter of the research highlighted the objectives of the study as well as the research questions which will be the focal points of the researcher throughout this piece of research. The statement of the problem was identified in this chapter which justifies the rationale of the study. Significance of the study has also been dealt with in this introductory chapter. The chapter to follow will be centered on the literature review of the research.

CHAPTER II

LITERATURE REVIEW

2.0 INTRODUCTION

This section presents literature review on a theoretical structure of e-Government forms/frameworks and components that obstacle the full execution of e-Government in Zimbabwe local authorities with particular reference to Gweru City Council. As indicated by Brynard and Hanekon (1997), in Phago (2010), literature review helps the researcher in guaranteeing that the study net is cast wide so as to focus the genuine truth regarding the study phenomena.

In this section, insightful articles, books, journal and different sources that gives valuable data on the difficulties that prevent viable usage of e-Government will be put on spotlight for investigation and comprehension of the study under examination. The section will be in view of offering an outline of relevant literature published or unpublished on e-Government. This part should shade light on importance, variables militating against compelling reception of e-Government, focal points of e-Government, disadvantages of e-Government and its advantages and other vital issues on e-Government. Observational contextual analyses will be given in this part in form of case studies of other countries from both developed and developing countries .

2.1 Literature Review

Bless and Smith, (1995) defined literature review as a process of reading and examining what other researchers have researched, findings and published which is of relevant to the topic of study. Robson(2007) understands Literature review as a part of the research report that gives a

brief highlight on the previous pieces of research that have been made and the attempts that have been tried to provide frameworks within which the research can be located and comprehended and is highly premised on the analysis of publishes and unpublished documents. Literature review thus therefore relate to the fine analysis and scrutiny of records, published and unpublished facts and observations in relation to the researcher' s study area. Literature review therefore strengthens the researcher's ability to asses existing literature, identify gaps and feed in the gaps.

The development of this chapter will be based on the objectives and the research questions as outlined in the preceding chapter.

2.2 E- government contextualizing and conceptualizing the term.

Heeks, (2008), asserts that e-Government is the utilization of information communication technologies (ICTs) to enhance the functionality of the public sector. The World Bank understands e-Government as the adoption of ICTs to better the effectiveness, transparency as well as accountability of the Government. It further explains it as conveying citizen services on time, however in its broadest sense it relates to technology facilitated transformation of government- Government's aim to contain costs at the same time enhancing economic progression of the state, fostering transparency in governance, boosting service delivery, and better up the management and administration of public affairs as well as making possible the advancement of an information society.

Coleman (2006), puts it as the bringing together of electronic information based services (e-Administration) with the inclusion of participatory components (e-democracy) to realize the balance of 'balanced electronic Government' .

Abramson and means (2001), electronic government can be understood as the electronic relations or interface (business transactions and information exchange) between the Central or

Local Government and the public (general publics and the business) and the employees or civil servants.

Fraga (2001), electronic Government is the complete change of public sector relationships both internal and external relationships through web based operations, information technology and communications in a bid to heighten service provision by the Government as well as to boost citizen participation in matters that affects them.

United Nations (2006) identifies it as the effective use of the internet or the web for to make available to the general populace government information and services in a convenient and cost containing manner.

A sum up of the multi-dimensional definitions given above from different scholars and institutions makes it crystal clear that electronic Government revolves around the utilization and proper use of ICTs in order to improve service provision and strengthen communication , transparency, accountability between government , citizens, business, civil societies and other stakeholders. However it is meaningful to note that e-Government has largely been comprehended as government online or web based government. It is imperative to point out that non web or internet electronic government technologies can be used in this context. Example of non-internet forms include but not limited to telephones, cameras, CCTV Televisions, radio based provisions of government services for instance online community facilities, news group, online chats and other instant messaging technologies.

2.3 Adoption of electronic-Government in Zimbabwe

The Zimbabwean Government adopted the electronic Government program in 2011 in an attempt to enhance governance and service delivery. According to the former Zimbabwe

Minister of Information Communication Technology Honourable Nelson Chamisa, the development of the electronic Government program will be fully rolled out soon after the completion of the draft work. (Balancing Act 2014). In the 2011 National Budget the government allocated \$8 million towards the implementation of the information communications infrastructure. Statistics show that mobile penetrations rates in Zimbabwe have increased to more than 60% in 2010 as compared to 6 % in 2008 furthermore internet penetrations have increased from 1,5% to about 15% during that same period as according to Government statistics (ZIMSTAT 2010)

2.4.1 E-government in the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (Zim Asset) economic blue print

The Economic blue print Zimbabwe Agenda for sustainable socio-Economic Transformation (Zim Asset) outlines that, "for the Zimbabwe' s economy to witness rapid escalation in a way that is competitive and effectual there is need for the country to focus on important areas such as development of infrastructure that is elaborate and resilient (Zim Asset 2013 p.77). Among the referred, 'critical infrastructure', is the information communication technology (ICT) infrastructure. The plan in the blue print is as follows:

3. Information Communication Technology

Sector Key Result Areas	Sector Outcomes	Sector Outputs	Strategies	Lead Institution
ICT Governance	<ul style="list-style-type: none"> Improved regulatory environment. 	<ul style="list-style-type: none"> ICT Policy revised; ICT Bill developed; Internet Policy developed. 	<ul style="list-style-type: none"> Develop and review appropriate ICT legislation and policies; Ensure compliance with ICTPCS policies statutes through quarterly reviews; Establish collaborative links with ICTPCS Institutions at regional and international levels e.g. SADC, COMESA, ITU. 	Ministry responsible for Information Communication Technology
ICT Backbone and Infrastructure	<ul style="list-style-type: none"> Improved communication (including Access and Utilisation). 	<ul style="list-style-type: none"> Optic fibre linking major cities and towns laid; Last Mile Connectivity through PFMS to 20 Districts installed. 	<ul style="list-style-type: none"> Capacitate Tel One, Net One and Power Tel; Engage private sector on PPPs; Establishment of an ICT hub; Improve ICTPCS literacy by 10% annually. 	

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Sector Key Result Areas	Sector Outcomes	Sector Outputs	Strategies	Lead Institution
E-Government	<ul style="list-style-type: none"> Improved Government Efficiency. 	<ul style="list-style-type: none"> E-Government policy developed; Revenue leakages eliminated; Government Data Centre established; Government systems automated; E-Government Flagship projects operationalised; Passport, national identity cards, birth certificates etc application queues at the RG's Offices eliminated; Waiting period for passport reduced to 10 working days. 	<ul style="list-style-type: none"> Immediately facilitate the fulfillment of outstanding contractual obligations with service providers; Direct Government institutions to come up with flagships; Engage friendly countries and Development Partners to invest in ICTs. 	Office of the President and Cabinet
	<ul style="list-style-type: none"> Improved standards of education through the E-learning programme improved school infrastructure 	<ul style="list-style-type: none"> Computer literate pupils, teachers and community; Innovative school graduates produced in the market 	<ul style="list-style-type: none"> Expand the presidential E-learning programme. Introduce PPPs for the E-Government programme. 	Ministries responsible for ICT and Education. Office of the President and Cabinet

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Source: ZIMASSET document pages 88-90

Table 2.1: Zim Asset ICT Cluster

The plan is a 5 year result based plan that aims to implement and improve e-Government and ICT utilities and infrastructure through the inclusion of various stakeholders and actors, ministries, private sector as well as foreign direct investments. So the Zim Asset document is

one of the provisions that have been brought forward by the GoZ to ensure that the ground for successful e-Government implementation is set.

2.5 The scope of and/or Delivery Models of e-Government.

According to the World Bank (2011) supported by Heeks (2008), e-Government has different delivery models. These among others involve:

- ✓ Government 2 Government (G2G)

Aims to advance Government processes through lubricating the internal processes of the public sector through the reduction of costs to provide services. It helps to manage performance, monitoring and evaluation of the performance of resources both human and financial. Also establishing strategic relationships in Government, bringing together arms of Government, agencies and storing of data. It might also used in a way that strengthen Government' s capacity to come up with and implement the strategy as well as the policy that helps the Government execute its task in an effective manner.

- ✓ E-citizen and services (G2C)

Heeks (2008), emphasizes that this initiative deal predominantly with a relationship between governments and people. It also seeks to provide the local people with requisite information on public sector or Government activities. This aspect helps the public sector to be more accountable regarding its actions and conclusions. It also increases the chances of citizens to participate and contribute to the making of decisions that affects them this can be also understood as enhancing democratization or participation.

External interactions –E- society (G2E)

In this aspect Heeks (2008), and The World Bank argues that it particularly deals with the relationship between public agencies and the private sector companies non profit making institutions and community organizations based.

Government to business.(G2B)

This initiative also aims to facilitate and lubricate the government’s interactions with the business sector. This involves the digitization as well as regulation and procurement from , and general services to the business world in order to enhance quality and contain unnecessary costs.. These delivery models can be illustrated through the diagram below.

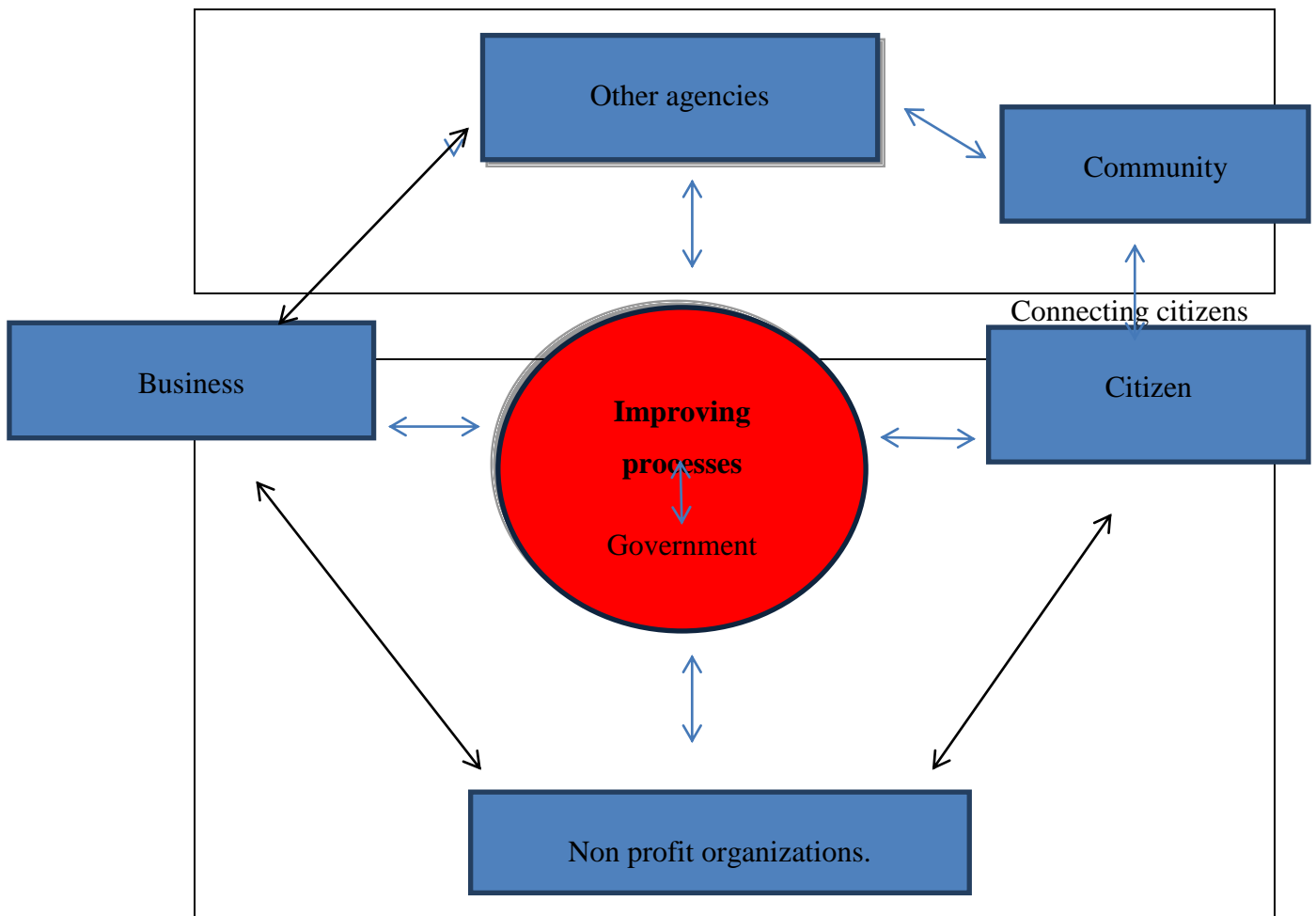


Figure 2.1: Focal domains of e-government by Richard Heeks 2008.

2.6 Factors hindering effective implementation of electronic Government.

The implementation of electronic Government in Zimbabwean local authorities has been faced with a number of factors as evidenced by the number of researches that have been made recently by some scholars.

According to the Journal of Electronic-Government Volume 11 issue 2 (2013) challenges to realize the full implementation of e-Government include, financial factors, organizational factors, political factors, socio economic factors, human factors, infrastructural factors.. On the same note Tita and Barki (2006), in Nugi Kwe (2012), argue that despite the organizational factors general perceptions of an individual has a considerable bearing on their likeliness to adopt or accept the implementation of e-Government services. Giving reference to the technology acceptance model by Davis 1989, it is believed that individuals thinking such as perceived usefulness (PU) and the perceived Ease of Use (PEOU), are regarded as the dominant beliefs that affect the decision to implement e-Government initiatives. Alshehri and Drew, (2012) outlines 11 factors that militates against the adoption of electronic Government in most developing countries in the southern part of Africa inclusive of Zimbabwe, these amongst other reasons involve:

2.6.1 IT infrastructural weaknesses

This has been the major problem facing many countries in the southern African region and Zimbabwe being one of the most affected. The Zimbabwean Government has been working tirelessly to invest in critical infrastructure to support the implementation of ICTs in Governance. The government of Zimbabwe has further introduced a ministry responsible for the ICTs in order to bridge the gap. The Government has also partnered with the private sector such as Econet wireless and countries like China in order to boost internet coverage and

accessibility throughout the country. In 2014 the government even relined the fiber optic internet cables in order to boost the network speed and coverage. However despite all the efforts there is still a challenge concerning the infrastructure for example old and depleting ICT equipments, the required infrastructure are only found in few towns and villages. Also exorbitant internet charges by network providers is another concern regarding e-Government implementation (Alomari 2006).

2.6.2 Lack of knowledge about electronic-government program

This involves poor computer literacy levels by the citizens, the Government sector as well as the contemporary business sector. A massive ICT training program is required as far as the adoption of e-Government initiative is concerned. In Zimbabwe only a limited population has sound ICT skills and the majority of those who possess such skills are of the middle age group meaning a vast number of the elderly will be negatively affected with the introduction of the e-Government initiative. As if that's not enough even most of the council employees themselves in most Zimbabwean Local authorities lack adequate ICT training in order to fully roll out the e-Government program smoothly and sustainably Ngwe (2012).

2.6.3 Lack of security and privacy of information

Issues of security and privacy are crucial in this aspect and should never be ignored. It is one of the most documented issues regarding factors militating against the acceptance of electronic Government in most countries (Layton 2007). Citizens or participants in general feel that sharing their private information with some public institutions and agencies is not safe. For example sharing their bank card numbers, names and pictures as well as national identity cards is highly unsafe (Ngwe 2006). Most people feel that the public sector is not safe enough to

keep their personal information and credit cards as it might be distorted or misused by online hackers (US GAO report 2002).

Lack of Leadership and management support

The lack of leadership and general leadership support and commitment towards e-Government in most of Zimbabwean local authority has been a serious cancer militating against the adoption of electronic Government systems. One can argue that the rationale for such lack of support from leadership is probably because the management itself in some cases is made up of individuals who lack basic ICT skills. So there is no way such individuals would show commitment to e-Government initiatives since it will expose their ICT illiteracy levels and perhaps threatening their job positions. Hence the only solution is to show resistance to that change. (Lewins 1948)

2.6.4 Lack of institutional framework supporting e-Government

In Zimbabwe there is evidently the lack of institutional plan and strategy to back up the adoption of electronic government initiative. This might entail the setting up of a committee responsible for monitoring all e-Government implementing activities and ensure electronic Government investment reviews, coming up with clearly defined mandates and tasks for the full implementation of e-Government initiatives and programs. This helps to establish proper co-ordination amongst all government agencies and departments (UNDP 2006). Gweru city council lacks such a steering committee for the implementation of e-Government.

2.6.5 Lack of partnership and collaboration

Lack of partnership and coordination is also another drawback regarding electronic Government systems in less developed countries. Zimbabwe local authorities of late involved in partnerships with other cities in the world in order to get assistance regarding road maintenance, health facilities, sewer refurbishment. However, it is worrying that none of the councils has ever been in a partnership with other world class cities or countries to get the required assistance in the full implementation of Electronic Government. The Zimbabwe Economic blue print document Zimbabwe's Agenda for Sustainable Socio-Economic Transformation (Zim Asset 2013-2018) alludes that partnerships with the private sector (PPPs), as well as the Global village is crucially important as it helps to mobilize resources both financial and non-financial resources.

2.6.6 Lack of strategic plan

E-Government initiatives in local authorities in developing countries have been stagnant due to the lack of a strategic plan. It goes without say that 'where there are no plans nothing comes to fruition'. However on this note Zimbabwe is a step ahead regarding the crafting of the e-Government plan as the economic blue print Zim Asset as well as the establishment of the ministry responsible for ICTs has given a green light and set everything in motion for the implementation of e-Government. The Zim Asset outlines the strategy for the adoption as well as the role to be played by various sectors and institutions to ensure the implementation. However regardless of the fact that the plan and the strategy has been crafted the implementation of the strategy remains a big question.

2.6.7 Resistance to change to E-Systems

According to Lewin (1948), some of the reasons why people resist change are the fear of unknown, lack of education, need to preserve the status quo, cultural reasons as well as other reasons. So basically both the staff in the local authorities in Zimbabwe and the citizens at large do have their reasons for the resistance to the change.

2.6.8 Shortage of financial resources

Financial challenge is the major obstacle in most local authorities in Zimbabwe in both rural and urban local authorities in Zimbabwe and the rural councils being the worst affected institutions. Chakaipa in de Visser et al (2010) points out that up final part of the July 2009 month, Gweru city council had managed to collect \$1 184 196USD visa vie the expected \$6000 000USD. The council resolved to decrease its annual budget by 50% and hopes that the ratepayers will respond favourably. The shortage of financial resources has made the council to fail to pay the employees on time and this automatically affects the financing of new initiatives such as e-Government implementation since the council focus is primarily centered on salary payments.

According to Monga, Dada (2006), Bwayla (2006), Mutula and Mostert (2008), some of the challenges revolve around:

2.6.9 Low level of the internet penetration

Monga (2008) and Dada (2006) argue that in developing countries levels of internet penetrations are very low especially in rural areas and where there is penetration the internet rates are high and the devices to access internet connection are expensive. This is also true regarding the Zimbabwean context particularly in Gweru. Though most people have access to the internet the tariffs are not user friendly and sometimes the internet connection is very poor.

2.6.10 Telecommunications infrastructure constraints

Monga(2008), argues that the telecommunications infrastructure in developing countries is obsolete and old. In some cases the infrastructure is only in few large towns and most small towns lack such infrastructure.

2.6.11 Privacy and security concerns

There is poor, if anything at all, privacy and security for internet users in Zimbabwe since there is no legislation in place protecting e-Government users.

2.6.12 Limited ICT skills and training

This is another serious factor militating against the implementation of e-Government. Monga (2008), argues that both the staff in the public sector as well as the general populace in developing countries lack adequate ICT training regarding e-Government. It is thus an imperative for extensive ICT courses to be taken in order to equip the staff with requisite ICT training in order to make effective the functioning and performance of electronic Government implementation.

2.6.13 Culture

Every organization has its own culture or traditional way of doing things for example use of paper in doing day to day tasks at the workplace and that is generally the culture in most local authorities in developing countries .So the shift from the use of paper to e-service is very difficult as most staff feels comfortable with the traditional way of doing business (paperwork). The same scenario is affecting Gweru city council as most employees feel more comfortable doing things the old way thereby maintaining the same old culture of the manual paper work systems.

2.6.14 Lack of citizen participation and awareness

Dada (2006), holds that lack of citizen participation and awareness is another hindering factor against the full rolling out of electronic government systems. There is need to involve citizens and make awareness campaigns so as to make the advantages of e-Government known to the community. As long as the community is not aware of the benefits for the shift from paper to e-services they will always resist the change directly or indirectly.

2.7.0 Advantages of e-Government implementation

Advantages of e-Government as identified by Ndou(2004), are:

2.7.1 Cost reduction and efficiency gains

Ndou (2004), argues that e-Government implementation can be a very good useful tool when it comes to cost curtailing issues. Through the utilization of e-services there is less paper work involved and no unnecessary transportation of documents from one place to the other since that can be done through the internet in a fast and convenient way.

2.7.2 Improved quality of service to the business and customer.

It has also been noted that e-government services greatly increase the standard of service to the customer. For instance some services could be easily offered online and the customer can experience conveniently those services in the comfort of their homes thereby avoiding unnecessary queues at council offices. For instance without e-Government systems simple tasks maybe difficult to perform. Changes regarding marital statuses or address can take long when the changes are to be done on paper manually since it will involve a lot of paper work to circulate different offices to update files. Electronic Government systems allow for these kind

of changed and tasks to be performed easily and in a fast cost efficient manner with convenience to the citizen.

2.7.2 Transparency, anticorruption, accountability

E-Government systems foster Government transparency. Central and local Government transparency should be underscored considering that it makes it possible for the general publics to be aware of what government is working on as well as the policies the Government is aiming to implement. So every activity and actions by the government are open to the public and prone to public scrutiny and analysis therefore limiting chances of corruption and promoting accountability.

2.7.3 Democratization

Democratization is one of the prime goals of e-Government systems establishment as it entails the participation of citizens in matters that affect them (Sinroad 2004). Using the internet and electronic devices such as computers and mobile cell phones people from all parts of the country are able to communicate with those that represent them at National levels through Government web portals. Interactive surveys as well as blogging will make it possible for the officials to hear the demands of the people they represent. Chat rooms can also help the citizens to better communicate with the people who elected them into office (Screer 2008).

2.7.5 Speed, Efficiency and Convenience

e-Government permits citizens to interact through electronic devices to achieve their set objectives at times convenient to them and in any location and removes the necessity of walking or travelling long distances to government offices to acquire services. (Nixon, Rawal and Rajash 2001). Improved accountability and record keeping can also be noticed through the use of computers and application forms can be easily acquired. On the administration side files

can be kept safely and easily accessed. Those with disability need not to be mobile to be active in government as they can access services and participate online in the comfort of their own homes.(Satyanarayana 2004).So it can be concluded that e-Government adoption really improves the speed, efficiency and convenience to the service provider as well as the service receiver.

2.7.6 Public Approval

Recent trials by of e-Government have been often met with acceptance by the citizens since they do participate in online discussions of political issues with increasing frequency and young people who traditionally display minimum interest in the activities of government are drawn to electronic voting facilities. (UN e-Government survey 2012)

The ultimate objective of e-government is to be able to make available increased portfolio of various services to citizens in an efficient at the same time cost effective manner.

Late trials by of e-Government have been frequently met with acknowledgement by the residents since they do partake in online talks of political issues with expanding recurrence and youngsters who customarily show least enthusiasm for the exercises of government are attracted to electronic voting offices. (UN e-Government study 2012)

A definitive target of e-government is to have the capacity to make accessible expanded arrangement of different administrations to natives in a proficient in a time effective manner.

2.8.0 Disadvantages of e-Government implementation

The main disadvantage regarding e-government is the lack of equality in public access to the internet, reliability of information on the web, and hidden agendas of government groups that could influence and bias public opinions. (Single 2007)

There are many considerations and potential implications of implementing and designing e-Government. According to Singel (2007) these include: hyper-surveillance, cost, inaccessibility, false sense of transparency and accountability

2.8.1 Hyper-surveillance by Government

Expanded contact in the middle of government and its residents goes both ways. When e-Government begins to create and turn out to be more perplexing, nationals will be compelled to interface electronically with the legislature on a bigger scale. This has a likelihood of prompting the absence of security for regular citizens as their legislatures get more data from the subjects. In a most dire outcome imaginable, with so much data being passed electronically in the middle of government and regular people, a totalitarian like framework could create. At the point when the legislature has simple access to innumerable data on its nationals, individual protection is lost (Singel and Ryan 2007). So it can be observed that e-Government represents a danger of absence of security to the residents as the majority of their subtle elements are submitted to the administration organizations and offices consequently no individual protection.

2.8.2 Cost

In spite of the fact that a huge measure of cash has been spent on the improvement and execution of e-Government, it can be noticed that as a rule it has yielded just a little. The results and impacts of trial web based governments are frequently hard to gauge or unsatisfactory. (Economist 2008). As per Gartner (2012), overall IT spending is assessed to aggregate \$3.6 trillion in 2012 which is 5.1% increment from the year 2011 (3.4 trillion) (Gartner 2011). These raw numbers mean to call attention to that it is so costly to actualize and run successfully e-Government administrations. Case in point the legislature of Zimbabwe put

aside \$8 million in its 2011 National spending plan for the ICTs. In light of this, one is enticed to scrutinize the validity of the e-Government benefits in light of its cost vis-a-vis its results.

2.8.3 Inaccessibility

As per (Becker 2009), an e-government website that gives web access to and bolster often does not offer the possibility to reach numerous clients incorporating the individuals who live in remote areas, are home bound, have low proficiency levels, survive under the poverty datum line. The affirmation by Becker, is genuine in regards to Gweru city council, in availability of web administrations is high and the individuals who have admittance to it once in a while experience network problems. More to that the internet tariffs are exorbitant to the extent that only a handful of citizens can maintain their access to the internet services provided by local internet service providers throughout the month.

2.8.4 False sense of accountability and transparency.

Adversaries of e-Government contend that online administrative straightforwardness is questionable on the grounds that it is kept up by the legislatures themselves. Data can be included or expelled from people in general eye. Right up 'til the present time not very many public institutions screen and give responsibility to these changes.. Also, government responsibility venture, are regularly non-benefit volunteers. Indeed, even the Government themselves don't generally stay informed regarding the data they set and erase. (Chiger 2011)

2.8.5 Limited ICT skills and training

This is another serious factor militating against the implementation of e-Government. Monga (2008), argues that both the staff in the public sector as well as the general populace in developing countries lack adequate ICT training regarding e-Government. It is thus an

imperative for extensive ICT courses to be taken in order to equip the staff with requisite ICT techniques in a bid to enhance the full functioning of electronic Government implementation.

2.8.9 Case of Norway - Recognition of e-Government processes

The Norwegian government has taken an active role in putting in place a legal framework for e-Government implementation by breaking up legislative and regulatory barriers to the provision of online services. These initiatives build on a tradition of rigor in legislative simplification and serious review and repelling of laws and regulation in order to simplify and minimize administrative burden enacted on business and citizens. Through the e-Rule project, the Government has managed to undertake a review on all laws and regulation in order to identify and remove obstacles hindering electronic communication. A number of amendment to the Public Administration Act have been introduced to allow the recognition of electronic documents and full adoption of electronic business processes in government(e.g electronic notification of administrative decisions after first getting approval from the recipient). Due to these legislative amendments, the word ‘written’ as an administrative requirement for communication is now interpreted as technologically neutral term ,encompassing both electronic and paper forms .(E-government studies Norway 2006).

2.10 Case of Canada – Fighting budgetary barriers

In Canada as a part of the Government Online Initiative (GOI), central funding has been used to support horizontal co-operation among federal departments and extends into other jurisdictions. The ability to transfer incremental funding into departmental accounts has permitted the government to look for collaborative opportunities, sometimes more complicated and expensive upfront, but which clearly promises an eventual return on investment stemming from the savings achieved by offering some common solutions, systems and infrastructure to

link departments that needs them. It has also allowed the government to insist on high standards on documentation, governance and reporting. The centralized approach has accelerated the, successful delivery of internet based services including in departments, where tight discretionary budgets did not allow for the introduction of such capabilities. There is now a large and growing network of key personnel who cooperate outside departmental boundaries and stimulate the efficient sharing of best practices, technical tools and key lessons learned.

In Canada early projects were carefully screened by interdepartmental review committees and successful projects received appropriate central funding. In most cases, this central funding covered only part of the project's total cost with the balance contributed by sponsoring departments and their contributing partners.(The government imperative 2003).

2.11 Case of Mexico - Reduction of digital divide

The advanced partition is an imperative hindrance to e-government, in that those individuals who don't have entry to the web will be not able to profit by online administrations. In less developed nations a developing number of individuals are having entry to the web yet an immense number of them don't have admittance.

The administration of Mexico obviously perceives the significance of decreasing advanced partition and e-Mexico activity is serving to enhance access to ICT, especially in remote and country regions. The legislature is trying to focus on the digital divide by making extra advanced group focus the nation over. These computerized group focuses are focused on individuals, who don't have admittance to ICT, and they give helped access to the web and also data on instruction, wellbeing, economy and Government at all levels. Among the services accessible at the centers is information about legislative exchanges, and general data from the Government organizations. The way that these group focuses are encouraged as it is critical

and permits individuals to utilize the web paying little respect to their instruction levels and nearby dialect.

Notwithstanding the encouraged procurements of services, one of the expressed objectives of these centers is to enable the whole group through the powerful utilization of ICTs. Clients can likewise connect straightforwardly with each other, exchanging and sharing encounters and answers for issues through the arrangement of native's system without government's intercession. The e-Mexico activity gives countless group centers and there were 2300 such focuses in 2003, 7200 in 2004 and the services would increase in the nearing years.(e-Government studies Mexico)

2.12 Case of South Korea- The function of leadership in the adoption and implementation of electronic Government systems

According to the e-Government Imperative (2003) until recently, individual ministries in Korea carried out the implementation of e-Government without any coordination among governments. After an initial phase of uncertainty due to internal resistance to change, a non-standing committee with both government and non- government members was created and co-chaired by a civilian member and senior secretary to the president for policy and planning. The committee met the requirements of ministries, in particular the ministry of information and communication and the ministry of government administration and home affairs who had previously debated its optimal structure.

The committee became the key e-government coordinating body. The committee's ability to bring about inter departmental cooperation largely dependent on the leadership role of the president, the powers afforded it to coordinate between ministries, the personal networks of the committee members and the goodwill and integrity of members. Its non-threatening status and

over-achieving role facilitated early progress, which also led to greater respect and participation from ministries. In Korea high-level leadership has enabled the committee to stand above ministerial conflicts and promote an environment of co-operation. (The e-government imperative 2003)

2.13 Case of Denmark - Innovative partnership arrangements

Engagement with private suppliers has been an integral feature of Government use of ICT. Most developing countries have realized the importance of public private partnerships such as access to skills and products and sharing of financial risks such as associated with large ICT projects.

In Denmark there is limited experience with digital projects in public private partnership. Therefore both the private and the public sector have been interested in discussing together what is important for forming a successful partnership. Public private partnerships are often used for complex projects in which knowledge from both the private and the public sectors need to be combined. While the goal must be clear from the start, the solution is most likely to be developed in partnership. This is a challenge and requires both the private and the public organization to be ready to engage in a close partnership.

The dialogue has led to the creation of a joint document which emphasizes on 3 themes.

1. The importance of managerial involvement in setting the project goal, clarifying existing work processes, deciding the space for restructuring and ensuring an overall efficient set-up.
2. The need to improve the efficiency of the public sector. It is important to establish a business case in order to get return on investment. Furthermore it is essential to agree

on common goals and get the incentives right to achieve them internally as well as for the partner

3. To have the required flexibility to advance the solution, it is chief when calling for tender and writing the contract not always to indicate a specific solution for the project but to concentrate on essential goals and requirements. The use of options can give the flexibility necessary to change the results from an on-going dialogue.(government imperative 2002).

2.14 Summary

The chapter managed to review the best literature that best define what electronic Government is and hindrances faced in its full implementation. The chapter has also reviewed the e-Government delivery models. The experiences of Canada, Korea, Japan and some other countries have been explored to synthesize the validity and significance of the study. The literature review identified the major factors obstructing the full rolling out of electronic Government taking into consideration case studies from both the developed and less developed countries that have embarked on e-Government initiatives and solutions to the hindrances. The pros and cons of electronic Government execution were also taken care of in the literature review chapter. The following chapter explains how the researcher acquired the information for the study front diverse range of respondents. It focuses on the research design; targeted area, sampling techniques, data collection instruments as well as data analysis and presentation.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

The prime concern for this chapter is on the criteria that was used to source data for the research and gives a detailed description of the techniques which were made use of on the study topic. Research methodology defines details of procedures and steps that were employed to gather and process the information. The selection of the method must consider the type of data to be gathered, the time frame set for the research, skills and expertise to be employed using the selected method. This chapter mentions the data sources for the study, the sampling techniques, research tools, and the criteria in which data was gathered.

3.1 Research Methodology

Panneerselvan (2004) defines methodology as the different approaches used to thoroughly enquire a particular paradigm with associated suppositions. The research methodology includes procedures used in gathering data and in analyzing it .According to Bell (2001) methodology refers to the various methods used in data collection and analysis so that the researcher may achieve the set research objectives. The chapter shades light on the approach, sampling methods, instruments, data collection techniques and data presentation and analysis that the researcher employed. It also displays the different flaws and strength of the methods employed, qualitative and quantitative approaches were used in the study.

3.2 Research design

Kinner and Taylor (1995), defines research design as a plan which shows the different methods and procedures used in analyzing facts, data or information. A research design is a framework used as a chaperon in data gathering and analysis. According to Kumar (2011), a research design

is a plan of investigating determined to obtain answers to research objectives and questions. The research design aims to make sure that data collected addresses research the intended research objectives. Not all information gathered from respondents could be useful since some questions required personal views which are likely to vary from one individual to another. In this research Qualitative and quantitative approaches were used since both are descriptive and quantifiable in nature.

3.2.1 Qualitative research

The application of qualitative research was employed since respondents had to answer questionnaires and interviews so as to explain and define why they thought Gweru City Council was facing challenges regarding electronic Government implementation. Self –administered questionnaires and interviews were made use of.

3.2.2 Quantitative research

This form of research uses arithmetical data staging which contains pie charts, graphs and tables. Creswell (2003), states that quantitative research methods comprises a process of gathering, examining, elucidating, and writing results of study. It should be renowned that quantitative approaches are diverse from quantitative approaches since it focuses on numerical form than data presentation in words as done by qualitative means. Quantitative research design was used since the research finding could be best presented in numerical values and in tables.

3.3 Study population

A population is a cluster in which the researcher would acquire results from. It is embraced with individuals or organizations with specific characteristics. Kumar (2005) refers to population as a class in which you choice your sample. It also denotes the total sum. Gweru City Council has a population of up to 600, which consists of both elected and appointed officials, management and

also employees. Gweru city is comprised of low, medium and high density residential suburbs and has a total population of about 500 000.

3.4 Sampling

Purposive sampling and simple random sampling were employed in the research. According to Brown and Dowling (1998), sampling is the selection of some elements so as to present the entire populace from which the elements are chosen or selected. It should be noted that the vital concept in sampling is representativeness.

3.4.1 Random Sampling

Random sampling is demarcated as a subset of arithmetical population in which each numeral of the subset has an equal possibility of being selected and this should be an evenhanded representation Bless (1995). The researcher chose to employ random sampling in examining the research. This approach randomly selects respondents. The researcher made small pieces of paper labeled yes and others labeled no. the small papers were put in a hat and respondents were asked to pick from the hat. Those that picked the paper labeled “yes” were selected to represent others. The researcher used this approach because it is of less bias since respondents have equal chances to be selected. This technique of random sampling through the hat system was used on council employees through the hat system.

3.4.2 Purposive sampling

Saunders et.al (2009) mentions that purposive sampling or judgmental sampling permits one to use personal conclusions to select cases that will make it easy for them to address the research question and to realize the set research objectives. According to Kumar (2011), this skill can be useful for circumstances where one need to gather material from a targeted section. Purposive sampling was used on the management and departmental heads. This technique or method can succor in obtaining information and opinions of the targeted populace. Questionnaires ere given to

management and departmental heads since they are the ones who might provide information on barriers militating against the full execution of e-Government systems in the organization and its various departments.

3.4.3 Table of respondents

Thakur (2009) understands the term sample size as a segment of sub part of the whole population. Sample size can be the actual number of people you obtained information from. White (2005) defined sample as a portion of elements contained by the total population. As identified earlier in this chapter representativeness is the important concept of sampling. To represent the whole population of Gweru City Council, the researcher employed a sample of 40 so as to obtain sufficient and trustworthy information. The sample contained 15 employees 5 management officials including the Human resources Manager, and 10 councilors and 15 residences from different locations of Gweru in order to have an unbiased research

Respondents	Population	Sample	Percentage	Sampling technique
Top management	6	3	50	Interviews
Middle management	15	5	33	questionnaires
Employees	400	40	10	questionnaires
Residence	450 000	50	1	Questionnaire
Councilors	70	10	14	questionnaires

Table 3.1: Table of respondents

3.5 Research instruments

3.5.1 Primary data

According to Tunney and Robb (1991), research instruments are the tools that are used for data collection. It is the data that is obtained from the field of study to the row stage. Instruments to be

utilized in gathering data relies heavily on the form of data to be obtained and the resources available to carry out the research. There are a number of tools that can be used to collect primary data. These are: questionnaires, interviews and observations. The main sources of data were coming from the resident as the researcher wanted to observe how they think the challenges of e-government implementation can be overcome. Primary data will thus become vital as it will openly address the statement of the problem.

3.5.2 Interview

Bayes (1983), mentions that interview offers the research an opportunity to pierce deeply into problem in order to reveal new ideas and solutions to the problem under scrutiny. Interview is a dialogue done by the examiner or interviewer with the reply in order to gain appropriate information. It is directed at research objectives, explanations and seeks honest comebacks by interviewee. There are two forms of interviews, which are planned interviews and unstructured interviews. Planned questions cannot be altered since content is not stretchy unlike unstructured interviews that have elastic content and questions.

The researcher went to Gweru City Council and made appointments with the Town Clerk as well as the Human Resources Director for the interviews. Both structured and unstructured interview forms were used.

3.5.2.1 Merits

Collective nature of interviews made it probable to obtain history from the respondents. The researcher has control over the interview. The use of body language and gestures made it simple and easy for the researcher to comprehend the interviewee. The researcher was able to obtain all wanted information since he could ask on areas that could have been eclipsed by interviewee.

Demerits

Candidates may provide biased information in order to cover their flaws and also to avoid additional questioning by interviewer. Interviews are time consuming since interviewer has to correspond with interviewee free time. Rescheduling since interviewee might be unavailable or busy which makes it expensive. Sometimes interviews require recording devices that may be expensive

Solutions

The researcher aimed to make the interviews short and straight to the point and managed to furnish the interviewee with the questionnaire 30 minutes before the interview so that the interviewee can familiarize himself with the questions before the interview. The researcher also minimized costs by avoiding purchasing expensive recording devices instead he used pen and paper to jot down the important points.

3.5.1.3 Questionnaires

Wai Ching (2001), defines questionnaires as research tool comprising of a series of questions as well as other prompts for the reason of obtaining data from the respondents. Respondents should be able to read, interpret and write down answers. Kumar (2010) understands questionnaires as a list of questions and responses which are obtained from the respondents. This method was used by the researcher because it saves time and it is confidential since it does not reveal the identities of respondents unlike interviews.

Basically the questions could be open ended which allows respondents to give answers freely to the questions or they can be closed ended which makes the questions to attract a limited range of answers.

The researcher used questions which are short and precise for the study.

Merits

It saves on time since it is easier to obtain responses using questionnaires. They are simple to understand. Questionnaires are highly objective since they provide standardized responses.

Demerits

Regardless of the above mentioned merits questionnaire questionnaires are often met with a number of challenges. The use of open ended questions it makes it difficult to examine and analyze data considering that they generate a lot of questions which is sometimes unnecessary. Respondents have a habit of forgetting information since this technique usually employed in most circumstances after the incident has transpired. There are elevated levels of misunderstanding by respondents and this results in time consuming as the researcher would try to explain some of the questions. Therefore there is need for brief and specific questions.

The researcher experienced slight difficulties in the use of questionnaires as irrelevant information was obtained and needed screening which was time consuming for the researcher. Information omission, misinterpretation was also the problems faced by the researcher.

Solution

Regardless of these advantages the researcher managed to make sure that every question was answered. The researcher made sure that he clarified some of the questions that they did not understand hence making it easier for the respondents to understand the questions and provide useful and meaningful responses.

3.6 Data collection procedures

Interviews and questionnaires were personally administered by the researcher, questionnaires were left with the respondent for three days so that they can read, understand and fill in correctly. The researcher had to make appointments with respondents because some of them were busy and in some cases unavailable this was time consuming to the researcher.

1. arranging for appointments - the researcher arranged appointments with the interviewees and other respondents.

2. Giving out and administering of research tools - the researcher managed to distribute these by hand. The interviews were carried personally by the researcher because there was a need to record some crucial information during the course of the interviews.

3. Ethical considerations- ethics is the rightful or accepted way of doing things within a particular society. The following steps were taken by the researcher in order to observe the ethics of the area under study;

Security –the researcher made it clear that the study would benefit both the employer and employee. He made it clear that the employees will not lose their job by their simple act of participating in the research exercise

3.7 Sources of data

3.7.1 Secondary data

The researcher also made use of secondary data apart from primary data which involves interviews and questionnaires. Secondary data comprises of any previously published information by other researchers and consist of books, articles, internet sources, journals just to mention a few. Information about Gweru City Council concerning challenges to implement e-government, advantages and disadvantages of the implementation was obtained in newspaper articles and internet articles.

3.7.2 Reliability and validity

Reliability entails the extent to which the research is unbiased and can be trustworthy. The conclusion will be drawn from information acquired from the sample size, sampling methods used. Data collected from secondary data was valid and reliable since it corresponded with information gained from interviews and questionnaires done by the researcher therefore making the research usable and reliable.

3.8 Summary

This chapter mainly focused on the criteria and procedures that were utilized by the researcher in order to gather examine and analyze the data obtained. The examiner employed the use of both qualitative and quantitative techniques to acquire data from the respondents. Questionnaires and interviews were made use of. Random sampling approach was employed so as to make the research unbiased and impartial. Judgmental or purposive sampling was also utilized on councilors and top council management since the researcher perceived that they had some crucial information regarding e-Government implementation at Gweru city Council as to challenges faced and the advantages.

The next chapter is premised on the analysis of data which aims to present the findings of the research using the qualitative and quantitative techniques.

CHAPTER 4

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

Having obtained data using qualitative and quantitative techniques, the focus of this chapter is to present, interpret and analyze the data from primary sources. The qualitative analysis approach is a practice which simplifies data to its lowest form, and the practice requires skilled discernments of the researcher. Data needs to be analyzed thoroughly and systematically for the results to depict the real situation on the ground [Tesch, 1987]. This is because, the blot of judging qualitative substantiation is the extent to which the facts are sufficient or fitting to the problem under examination [Bell, 1993] On the same note the researcher interpreted quantitative data so as to scrutinize the connections of variables. The researcher begins identifying the respondents to the research. It is then tailed by presentation and analysis of statistics that is categorized under the set objectives.

Table 4.1: Questionnaires response rates

Respondents Category	Number of questionnaires administered	Number of questionnaires received	Number of questionnaires not received	Percentage total
Management	5	5	0	100
Employees	40	30	10	75
Residence	45	45	0	100
Councilors	10	10	0	100
TOTAL	100	90	10	90

Table 4.0 source: primary data 2015

Table 4.2: questionnaires response rates

respondents	Number of planned interviews	Number of successful interviews	Number of failed interviews	Percentage total
Top management	3	2	1	66

4.2.0 Understanding of the concept of e-Government by stakeholders.

4.2.1 Council middle management

The chart below seeks to show the level of e-Government concept understanding by the council middle management.

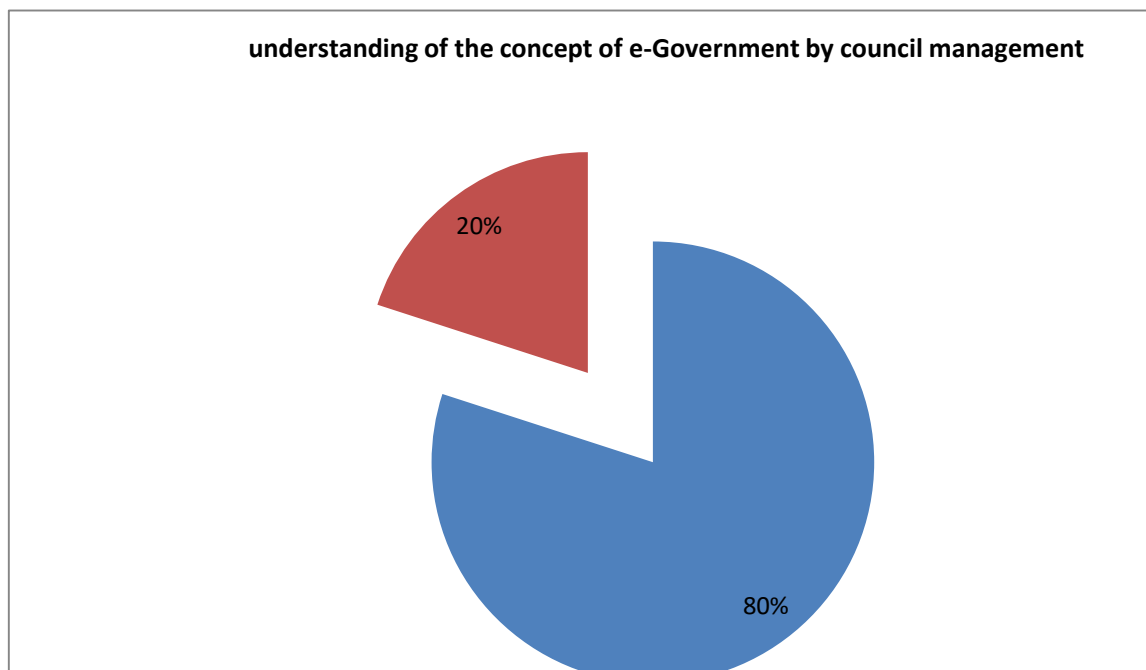


Figure4.1: Understanding of the concept of e-Government by council management

From the findings regarding the middle management’s understanding of e-Government concept, 80% demonstrated a good understanding of e-Government and what it generally encompasses. However 20% of the respondents were not fully aware of what e-government basically is and what it actually involves. Those who had a clear appreciation of what e-Government is defined it as the exploitation of ICTs and other communication devices in delivering and accessing Government services. This has been confirmed by Fraga (2001), who defines electronic government in the same lines.

The council management acknowledges that electronic Government online service delivery in a diverse number of ways both positively and negatively. Positively e-Government helps to deliver services in an effective and transparent manner. More to that use of computers and the internet in the process of service delivery makes other council services to be accessed in a convenient way which does not require citizens to travel long distances to council premises thereby avoiding unnecessary long queues at council premises. However the respondent also uploaded that those e-government services can be affected by the unreliable electricity supplies the country is facing.

Despite the fact that GCC has a generator in case of power cuts, the generator most of the time is down and is unreliable as it is developing problems on daily basis. Other respondents acknowledged that they have computers in their offices and are connected to the internet even though most of the time the interne network is down and sometimes very slow. The respondents also say that they have the basic skills of operating computers as they use them at their work stations for entering and storing data as well as typing of documents. Only 1 of the respondents responded that they have qualifications that are information communications related.

4.2.2 Understanding of e-Government by Council employees

The chart below is an illustration of the level of e-Government understanding by council employees.

Figure 4.2: Understanding of e-Government by Council employees

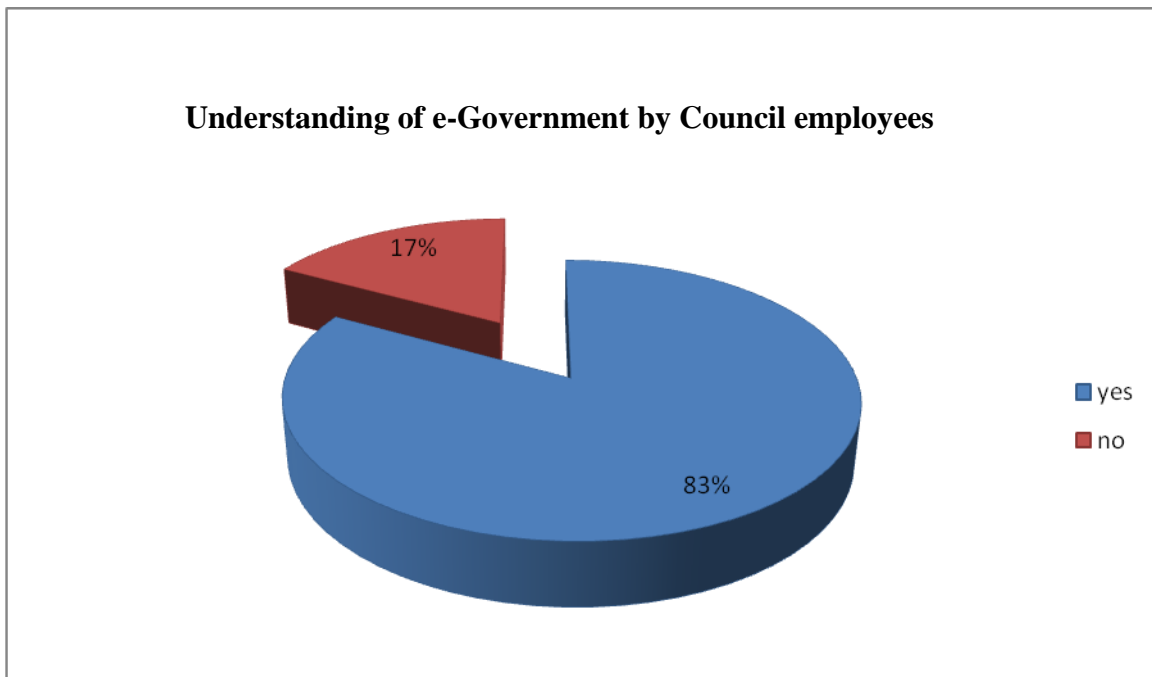


Fig 4.3.Source: Research data 2015

The researcher managed to distribute 40 questionnaires and only 35 were returned giving a response rate of 88%. From the received questionnaires only 83% expressed an understanding of

e-Government. Most of them defined it as the use of computers in governance issues so as to make access to council services easy and less costly. This basic understanding goes in line with the UN's definition of 2006 as mentioned earlier in the literature review. The respondents further pointed out that e-Government systems strengthens council's effectiveness and efficiency in dispatching its services for example payment of bills, applying for licenses and information sharing. Most respondents acknowledged that they do not have computers at their work stations citing that the council cannot afford computers for each and every office. This means that they will need to go to a superior office to use a computer since top offices are the only ones with the computers. Some cited that their daily tasks do not need any computers as the work is more manual and hands on. Among the respondents only 3% acknowledged that they possess information communications related certificates and have a basic idea of operating a computer. About 6% of the respondents cited that they are computer illiterate because they have never been exposed to performing their duties on a computer. If they need to perform a certain task on a computer they would give the task to the department's secretaries.

4.2.3 Understanding of the electronic Government concept

The chart below shows the level of understanding the concept of e-Government by Gweru residents.

Figure 4.3: Understanding of the concept of e-Government by gweru residents

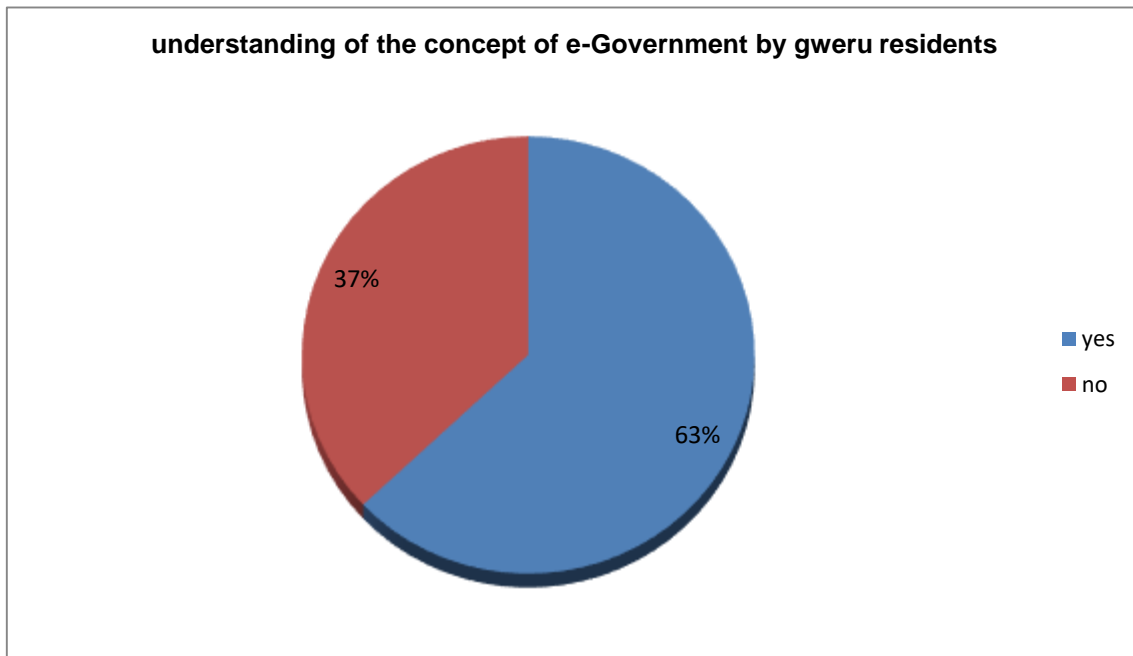


Fig 4.3. Source: primary data 2015

The researcher managed to administer a total of 45 questionnaires and all of them were properly filled in and returned giving a response rate of 100%. From the returned questionnaire the researcher observed that 63% of the respondents fully comprehend the component of e-Government. Some gave good definitions of e-government as they outlined key components of e-Government in their definitions such as “the use of computers in government“, “the use of internet in delivering of government services”. Other respondents mentioned that e-government can help in improving government’s delivery of services to the residents in a number of ways. Some residents are of the conviction that e-Government services can help to strengthen Government citizen relationships and also citizens can contribute meaningfully in decision making processes through e-Government portals. Other respondents emphasized that offering of council services on lines such as bill payment, application for licenses, tender applications can help on saving time and money and greatly reduces the use of paper work which is an environmental bonus. Most residents responded that they do have computers at their homes and have access to the internet in their

residential areas even though they sometimes have challenges with the internet network and electricity power cuts. More than 75% of the respondents outlined that they have an understanding of operating a computer and they enjoy using the computers in performing business transactions. Only 13% of the residents do have a computer related qualification. The researcher observed that most residence were in favor of the e-Government implementation idea. Regardless of the fact that most of them never underwent computer training courses, most if not all of them they have a good basic understating of how to operate a computer.

4.2.4 Understanding of the e-Government concept by Councilors

The chart below shows the levels of e-Government understanding by councilors.

Figure 4.4: Understanding of e-Government by councillors

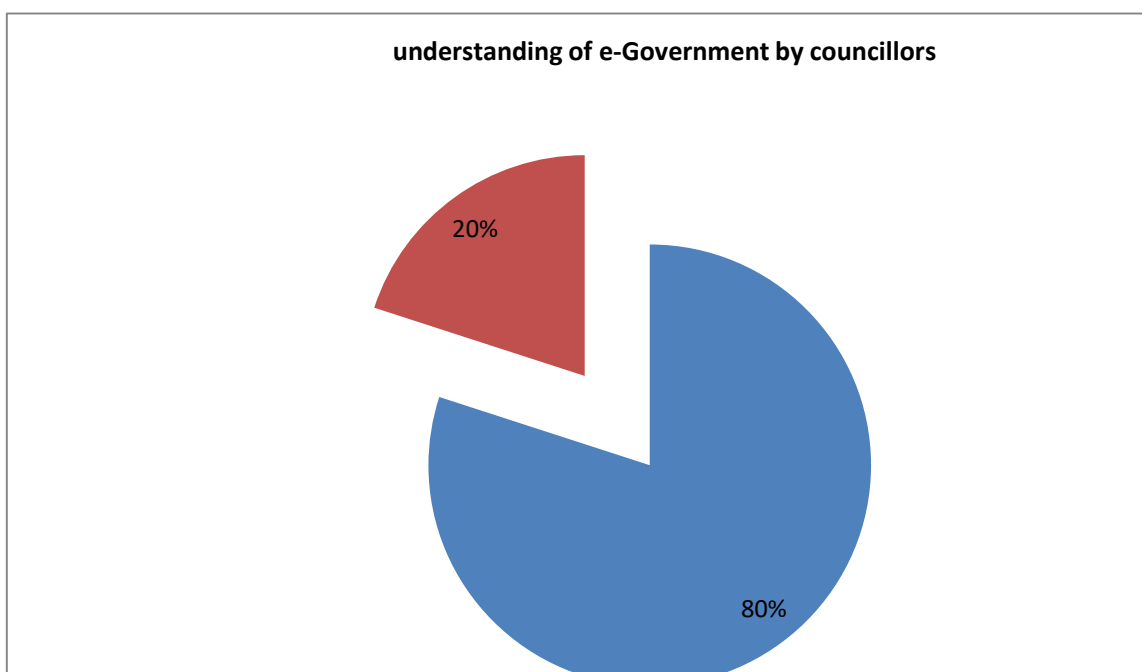


Fig 4.4. Source data: questionnaire

The researcher managed to administer a total of 10 questionnaires to the councilors who were convenient randomly selected and all of them responded well giving a 100% response rate. 80% of the councilors who were sampled had a clear understanding of what e-Government is about. Most of the councilors expressed that they cannot give a proper definition of e-government but they

fully understand what it involves. Some defined it as the use of the computers by government ministries and departments in the process of delivering services. This is in line with the definition by Means and Abramson (2001) who understand electronic Government as the interaction electronically (business dealings and information sharing) between the public sector and the citizens as well as the government and the business. 17% of the councilors responded that they do not think that electronic devices can help them in executing their task as they feel comfortable with how they are performing their tasks now without the use of electronic gadgets. 50% of the councilors responded that they have their own personal computers at their homes and among the 50% only 25% said they have access to the internet using those computers. However 60% of the respondents acknowledged that they do have the basic skills of operating a computer even though none of them has ever undergone a computer training course. A sum of 20% of councilors responded that they do not understand the concept of e-government and are not aware of its benefits. However the researcher observed that most councilors are behind the idea of e-Government implementation those who are against the idea generally are under the influence of the fear of the unknown.

4.3 Factors hindering the effective implementation of e-Government at Gweru City Council

4.3.1 Management

The chart below gives a picture of what the council management thinks regarding whether the e-Government program has been fully implemented at Gweru city council or not.

Figure 4.5: Management’s perspective on e-Government implementation

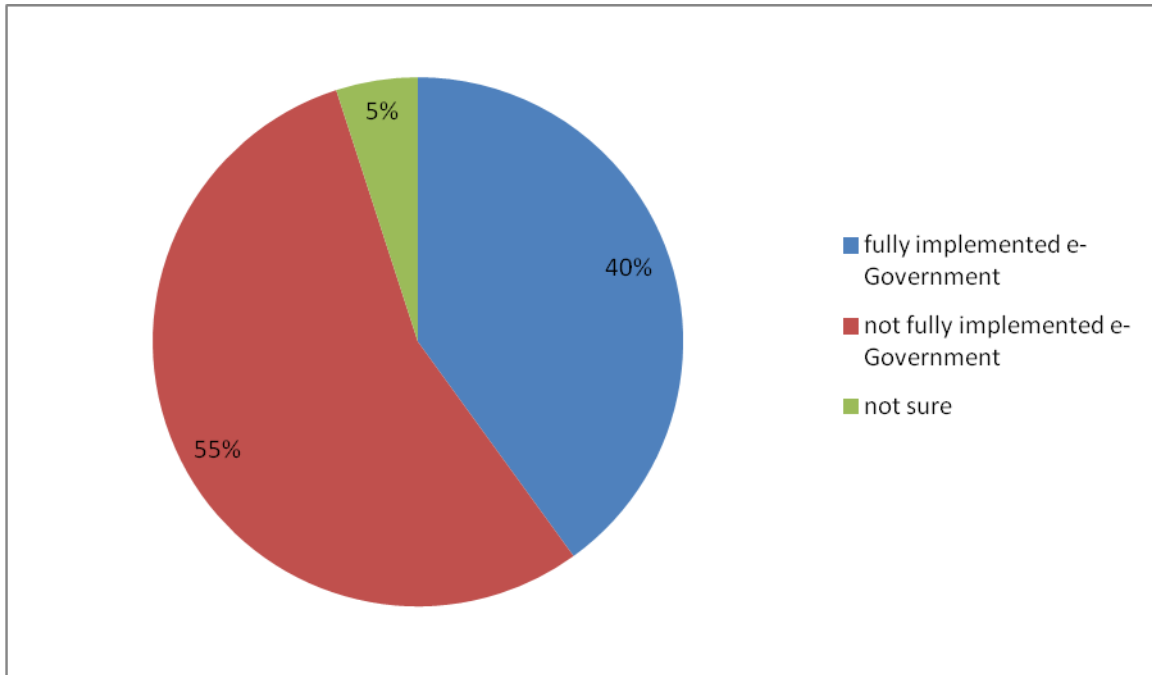


Fig 4.5.source primary data

The second objective of this research is to analyze the forces negatively impacting the full execution of electronic systems at Gweru City Council. From the data gathered from the questionnaires issued to the council middle management staff, 55% responded that e-Government services have not been fully implemented at Gweru city council, 45% feel that e-Government services are yet to be fully implemented whilst the other 5% is not sure whether or not e-Government has been fully implemented. Those who cited that e-Government has not been fully implemented said the major challenge is to do with finances and this point goes along with Gatner (2011) who states that the unbearable cost of setting up e-Government facilities is the major drawback for e-Government implementation in most of the African countries.

Regarding the challenges faced by Gweru City Council in the implementation of e-Government, most respondents outlined that the council has no enough computers, weak financial muscle for setting up the IT infrastructure, exorbitant internet tariffs, resistance by top managers and some

council employees and lack of government support. Most of the solution that were brought forward by the respondents regarding these challenges were that, government must support local authorities to partner up with other institutions and organizations that can support them financially to implement fully e-Government systems. The council should also prioritize on procuring computers for each council office so as to make all the offices electronically connected. More to that, council employees should undergo an extensive ICT training workshop so as to equip council staff with the requisite computer skills necessary for e- Government implementation. More so, employees should be enlightened with regard to the advantages of e-Government implementation so that they may not resist the implementation of e-Government.

More than 50% of the respondents responded that they would be comfortable to use computers to perform their daily tasks as long as they have acquired the requisite skills and training. 62 % of the respondents acknowledged that the shift from manual to electronic system is favorable as it is fast, efficient and reliable. More to that it saves money and resources.

4.3.2 Council employees

The chart below depicts the views of the council employees regarding whether e-Government has been fully implemented at GCC or not.

Figure 4.6: council employees

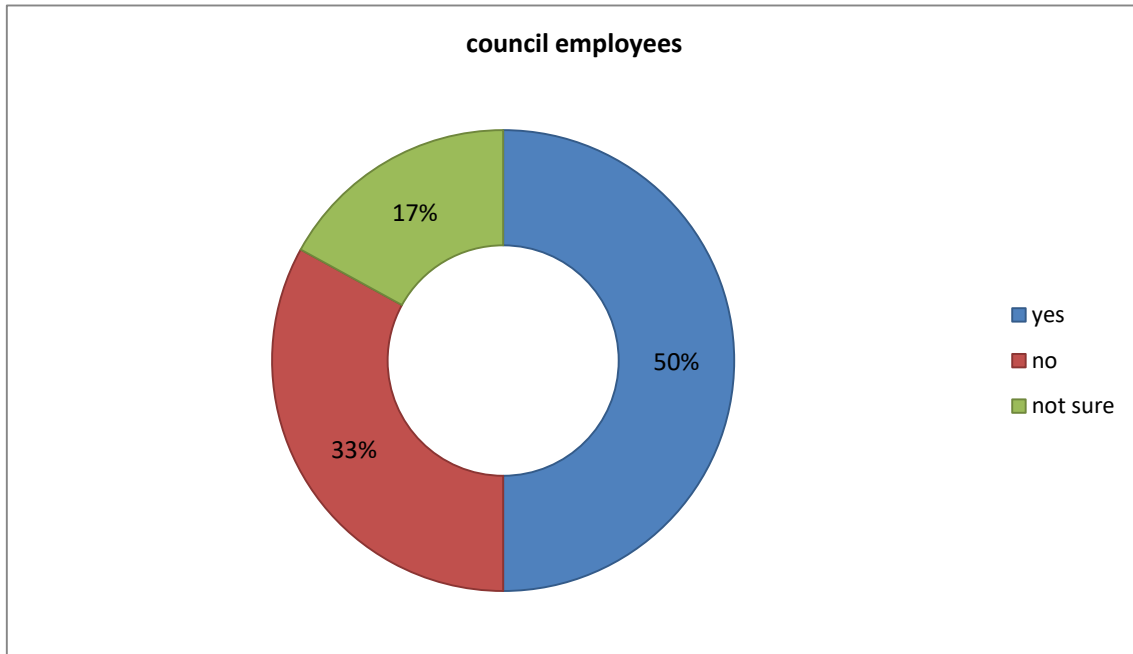


Fig 4.6. Source data: questionnaires.

From the questionnaires received, 5 of the respondent (17%) responded that they are not sure if e-Government services have been fully implemented at Gweru city council whereas 10 (17%) of the respondents responded that e-Government has been fully implemented and 15 of the respondents (50%) say e-government is yet to be fully implemented. From these statistics the researcher observed that most council employees feel that E-Services have not been fully. The respondents further outlined that the major challenge hindering effective implementation of electronic sonline services is the weak financial muscle of the Council. Regarding other challenges employees noted that the council has no clear cut vision and goals regarding the use of ICTs, more so the council is mainly prioritizing on employee salaries and that has made the management blinded to other innovative ideas to enhance service delivery. In order to solve these challenges, employees noted that council should first craft policies that champion use of ICTs in service delivery, priority should also be given to the procurement of council computers and strategic partnerships with the private sector for e-Government implementation should take centre stage.

More than 20 of the respondents (67%) admitted that they are computer illiterate and do not feel comfortable using computers on their daily tasks.10 (33%) of the respondents mentioned that they are computer literate even though their daily tasks do not require a computer to execute them. However all of the employees respondent that they feel it is meaningful to shift from manual to computer systems citing that computers are fast and are able to store large amounts of data accurately.

4.3.3 Residents’ responses to e-Government implementation

The chart below is a depiction of the residents’ views on whether e-Government has been fully implemented or not.

Figure 4.7:residents responses t e-Government implementation

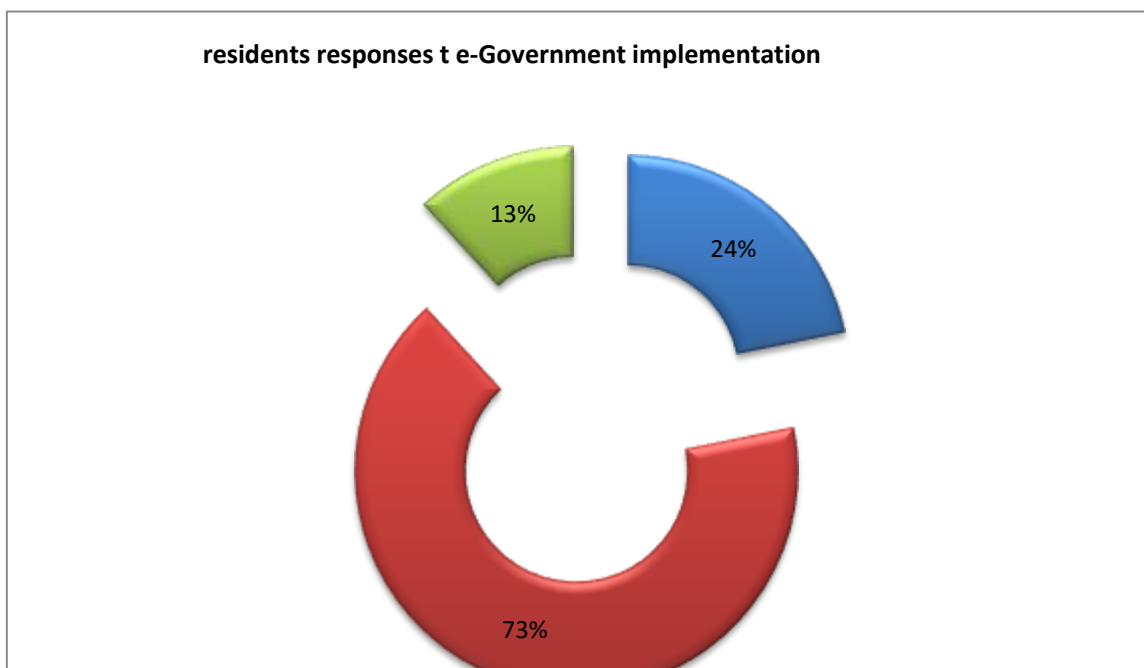


Fig 4.7.Source data: questionnaire

On the part of the residents 75% do not agree that e-Government at Gweru city Council has been fully implemented whilst 24% feel that e-Government has been fully implemented at Gweru city council and the remaining 13% indicated that they are not sure. The researcher observed that the

24% who responded that e-Government has been fully implemented were basing their idea on the little e-Services Gweru city council is providing such as bill payments through the ECOCASH service and the computerized water meter reading system. However other residents feel that those services are merely a small percentage of the e-Services the council should be offering.

The residents also outlined that the reason for poor e-Government implementation is mainly to do with financial constrains as mentioned by the management and other council employees. More than 80% of the residents mentioned about the financial challenge. Some further mentioned that the council employees lack adequate computer skills for them to accept the full implementation of e-Government. Meaning that, internal resistance is the other hindering element in the implementation of electronic-Government systems. Most residents outlined that council should come up with a revenue generating strategy to implement e-Government fully; council should organize workshops and send employees for computer skills training.

From the data collected 70% responded that they fell comfortable doing business with the city council using electronic devices. 30% outlined they do not feel comfortable citing that they are computer illiterate and some feel that their personal data and private information might be hacked and used against them. However 90% of the residents, felt that it is meaningful to shift from manual way of doing business with the council to the electronic way mainly because the world over is shifting attention to the electronic trend.

4.3.4 Councilors' response to the e-Government implementation

The below graph is a graphical presentation on councilors views on whether e-Government has been fully implemented or not.

Figure 4.8: councillors reponses on e-government implementation

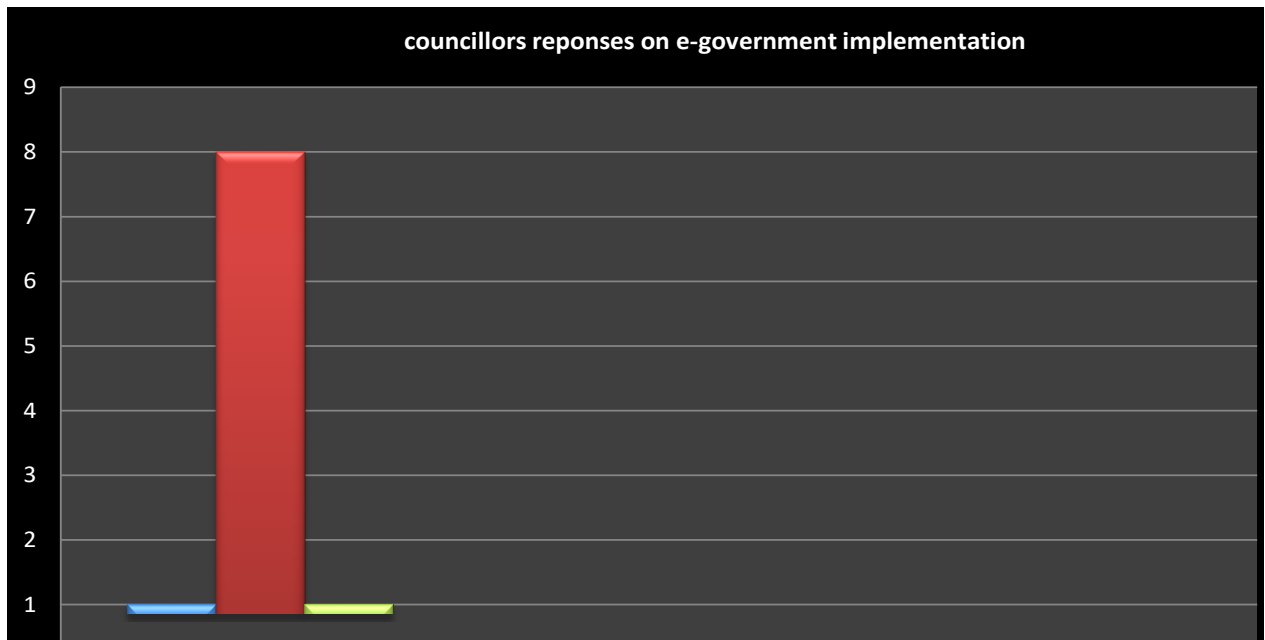


Fig 4.8.Source data: questionnaire for councillors

From the data obtained from the questionnaires administered to the councillors, the researcher observed that 10% of the councillors feel that e-Government has been fully implemented in the process of service delivery by Gweru city council. 80% responded that e-Government has not been fully implanted whereas the other 10% mentioned that they are not sure. The researcher observed that the 10% who responded that e-Government has been fully implemented gave their response on political reasoning assuming that the researcher would somehow use the information in a way that would exhume the flows of the dominant political party in the council. 60% of the councillors mentioned that obstruction to the full execution of e-Government service has to do with financial issues. However other factors also come into play such as poor planning by the council, lack of e-Government vision, lack of expertise and general resistance by council staff in implementing e-Government. The idea regarding employee resistance or internal resistance is supported by Lewin (1980), who argues that lack of employee involvement and awareness is the major reason for

employee resistance to change. Therefore Gweru City council employees is no an exception to this argument.

To solve the challenges of implementing e-Government most councilors outlined that the first port of call is to craft a clear organizational policy and a workable plan to implement e-Government fully. The Council must endeavor to send employees for relevant computer courses and the councilors as well should be part of that training.

The chart below shows the levels of councilor’s willingness to shift from manual way to the electronic way in performing their tasks.

Figure 4.9: willingness of councillors to shift to e-Government

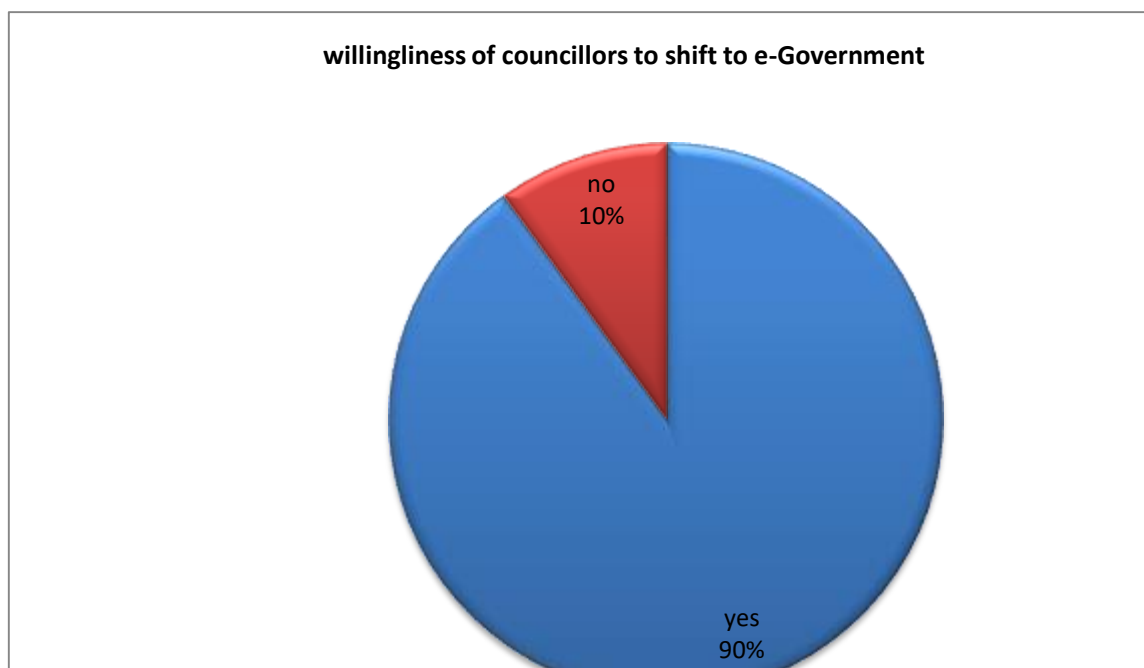


Fig 4,9. Source data; questionnaire for councilors.

The above pie chart illustrates the level of willingness of the councilors to shift to the electronic way in performing their tasks. 10% expressed that they are not willing citing that they feel

comfortable doing their daily tasks manually. 90% mentioned that they are comfortable and are willing to perform their tasks through the usage of computers or other electronic devices. Some mentioned that it is advantageous since it saves on time and helps to store data safely and makes it easy to communicate with people in his| her ward as a councilor.

4.4 Stakeholders’ responses on Advantages of implementing e-Government.

The graph below shows the combined responses from stakeholders that is the management, employees, councilors and residents on the advantages of implementing e-Government.

Figure 4.10: stakeholders responses on advantages of implementing e-Government

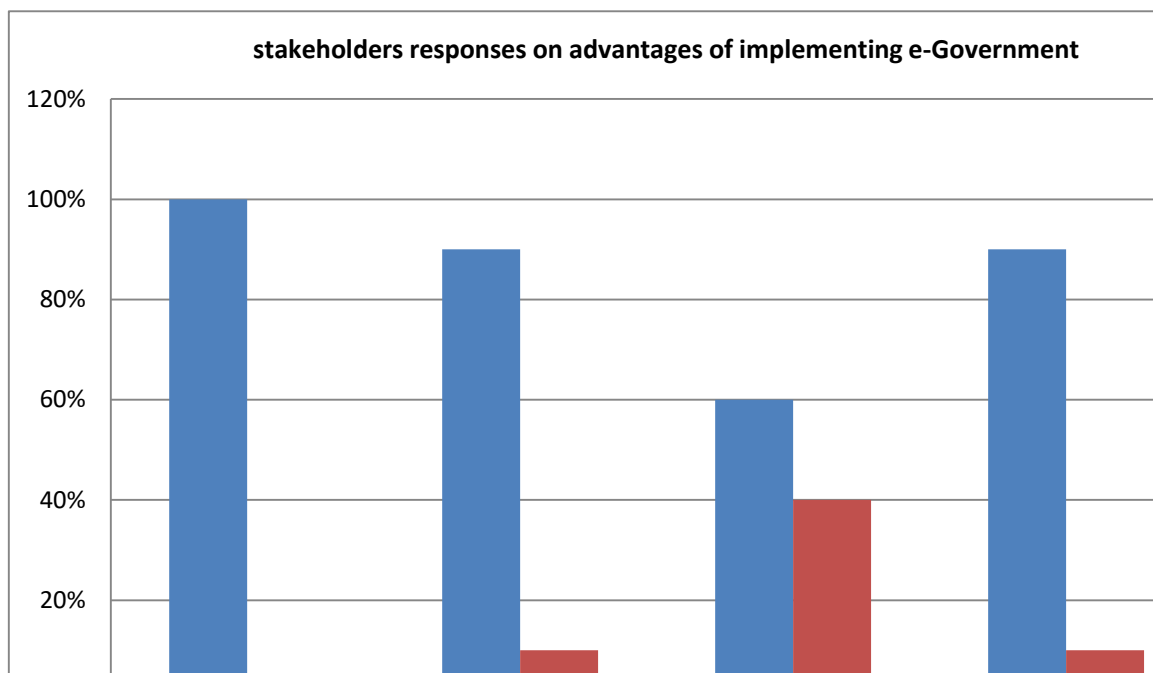


Fig 4.10.

The above graph shows the responses by the management, residents, employees and councilors from the questionnaires administered to them regarding whether e-Government helps to improve service delivery or not. As indicated above 100% of management feels that e-Government implementation improves on service delivery by council. 90% of the residents responded yes

whilst 10% responded no. 60% of employees responded yes whilst 40% responded no. A total of 90% of councilors responded yes whilst 10% responded no.

Having synthesized all the data above 85% of the above mention stakeholders agree that e-Government helps on improving service delivery whilst only 15% do not agree. So logically the researcher concluded that e-Government implementation is a prime concern for improved service delivery in local authorities.

From the data obtained all the stakeholders mentioned that e-Government services is advantageous in that it promote transparency and accountability, fosters citizen participation and involvement, makes council services easily accessible, reduces corruption and saves on time and cost. These responses tally with the views of some scholars mentioned in chapter 2 of this research. Therefore it is beyond any reasonable doubt that e-Government implementation helps to improve on service delivery.

4.4.1 Stakeholders' responses on areas that can be improved through e-Government implementation.

The graph below illustrates the combined responses from the management, councilors, employees and residents on areas that can be improved through e-Government implementation.

Figure 4.11: compiled responses on areas that can be improved through e-Government implementation

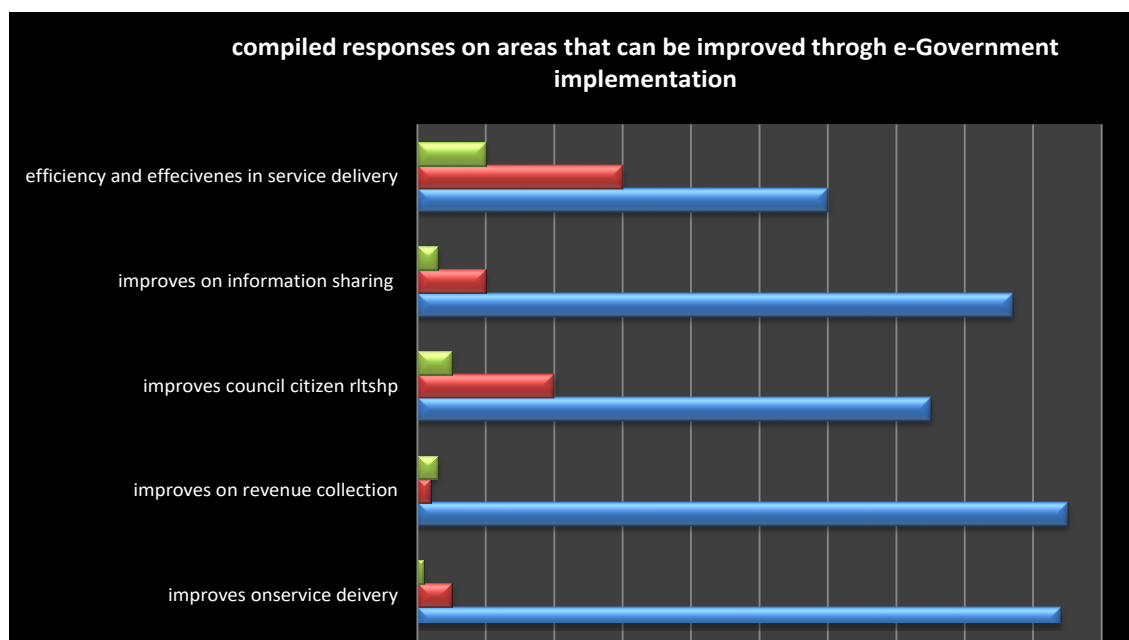


Fig 4.11. Source data: questionnaire to stakeholders.

The above graph shows the compiled data from the council management, employees, resident and councilors on areas that can be improved through the full implementation of e-Government. Prime to note is that more than 60% of all stakeholders agree that e-Government implementation can strengthen councils operations and relationships with its stakeholders on the above mentioned areas. Most respondents expressed dissatisfaction concerning e-Government's possibility to improve on effective and efficient service delivery and a total of about 30% responded with a no. The researcher assumes that the reason why is that, stakeholders feel that the issues of enhancing service delivery does not solely rest on the full adoption of electronic services but other factors such as fighting corruption, prioritizing council funds on developmental projects and citizen participation and involvement should come into play in order to boost service delivery.

4.4.2 Stakeholder's response on the Institutional capacity for the implementation of e-Government

The graph below shows the combined analysis of stakeholder's response on the institutional capacity for the adoption of e-Government.

Figure 4.12: compiled responses on insttutional capacity for the implementation of e-government

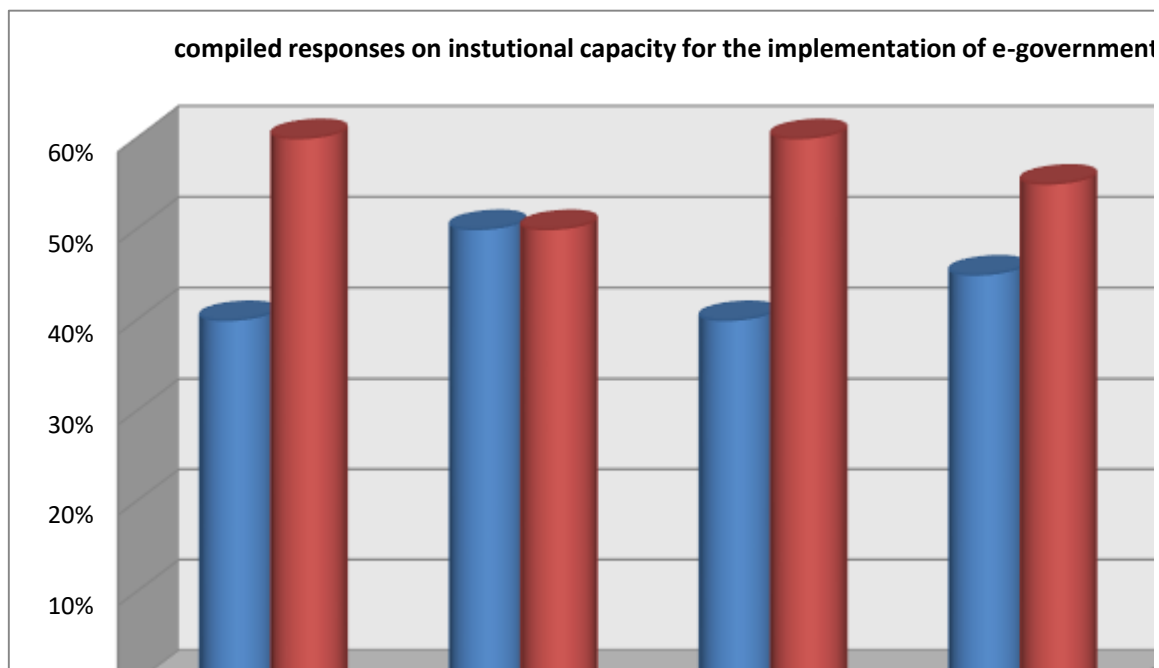


Fig 4.12. Source data: questionnaires

The above graphical presentation shows the compiled responses on institutional capacity for the implementation of e-Government by the council management, employees, residents and councilors. 60% of management responded No whilst 40% responded Yes. The response from the residents show a balanced view since 50% responded yes and the other 50% responded no. council employees responded the same way with the council management as 60% responded yes whilst the other 40% responded no. The councilors also had a slightly balanced view as 45% of them responded no and the other 55% yes.

From the above data the researcher observed that the council is not yet in a proper state of condition to fully implement e-Government due to a number of factors some of them which have been outlined by the stakeholders in this chapter and some of them outlined by different scholars as shown in chapter 2 of this research. More than 50% of the stakeholders in all categories responded with a no and 50% and below responded with a yes. To be more specific a total of 56, 25% of the respondents feel that Gweru city council is not ready for the implementation of e-Government whilst 43, 75% feel otherwise.

Most of the respondents reiterated that Gweru city council should capitalize on the availability of internet access in its both high density residential suburbs and the low density suburbs to enforce e-Government implementation. More to that the council should negotiate with institutions like Gweru Polytechnic college and Midlands State University which are located in its region to train employees on basic computer skills so as to remove the fear of failure from employees which is the assumed cause for their resistance to e-Government implementation.

4.2.3 Interview schedules analysis

The researcher further conducted interviews with the town clerk and the human resources director. The interview received a 67% response rate instead of the expected 100% since the town engineer could not turn up for the interview due to other commitments.

4.2.4 The town clerk (TC) and the Human Resources Director (HRD)

The town clerk defined e-Government as a program which puts emphasis on modernizing government systems and structures as well as processes through the use of and is also part of the results based management program the council and government is implementing.

4.2.3 Responses on advantages of e-Government implementation.

The two reiterated that e-Government implementation is a pre requisite for improved service delivery especially in this modern technology centered world. Some of the mentioned advantages include

- Improved revenue collections by council
- Fosters transparency and accountability which helps to reduce corruption which has become prevalent in most local authorities and Government parastatals.
- Improves council citizen relationships
- Improves on council and business world relationships
- Makes council services readily available for public consumption
- It is fast and cost containing once it is set up

From the responses above the researcher observed that the town clerk and the Human resource director are quite aware of the advantages that come along with the implementation of e-Government. Most of their responses tally with the views of other scholars mentioned in Chapter 2 of this research. For example Heeks (2003) and Ndou (2004), mentions that e-Government improves on transparency and accountability, Government and stakeholder relationships and is cost containing.

4.3 E-Government services adopted and implemented by GCC

As of yet GCC has only adopted bill payment service which can be done through the ECOCASH platform. However, the respondents emphasized that if resources are permitting a wider range of services will be availed in future upon the full implementation of the e-Government program. The respondents further mentioned that services such as registering on the housing waiting list, applying for licenses, minutes of council meetings, bill payment, application for tenders,

computerized billing system, advertisements for job vacancies and other services will be provided on line.

4.4 Factors hindering effective implementation of e-Government.

The respondent outlined some of the challenges the council is facing in implementing e-Government program. These include financial challenges, lack of computer experts within council employees, inadequate ICT equipment and lack of a clear cut e-Government plan for the council.

4.5 Solutions to the challenges

The respondents both responded that the council is mapping a way forward to come up with an e-Government implementation plan and by the end of 2016 the plan will be on table. The respondents acknowledged that the council is facing a huge financial crisis and hopes that it would benefit from the planned partnerships it is planning to have. The respondents could not disclose what kind of partnership and with whom the council is going to partner up with citing that it is confidential information which will be made known to the public in future.

4.6 Gweru city council e-Readiness

The interviewees responded that Gweru is not yet ready to fully roll out the e-Government program as of yet. This is because of financial challenges, lack of citizen awareness, council employees and elected officials are not yet trained on e-Government and lack required skills for the complete execution or rolling out of e-Government systems. However the interviewees expressed optimism that in the near future the council will be able to implement and offer e-Government services on full swing.

4.7 Chapter summary

The chapter revealed information unruffled from the information gathering instruments such as questionnaires and interview schedules. From the 100 questionnaires handed out to the

respondents for the purpose of this research by the researcher 90 were filled in correctly giving a response rate of 90% and of the 3 interviews that were carried out 2 were successful giving a response rate of 67%. The chapter focused on the data that was obtained through interviews and questionnaires from the council management, General council employees, Residents councilors and the TC and HRD.

The research reflected that Gweru city council is facing a number of obstacles in the implementation of e-Government such as financial problems, inadequate ICT equipment and poor computer skills on the part of employees. The research also showed that stakeholders are interested in the implementation of e-Government program as most respondents responded that the shift to e-Government is necessary as is fast, cost containing, improves on transparency and accountability and most importantly improves on service delivery. The research further outlined the solutions from the respondents in order to curb the mentioned challenges to the implementation of e-government such as engaging in strategic partnerships, sending council staff for training and crafting of the councils e-Government implementing strategy.

The upcoming chapter of this research will be directed on the summary of the research, conclusions as well as recommendations on the research findings. Recommendations will be given in order to address the challenges associated with the execution of electronic Government systems implementation faced by Gweru City Council.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The prime concern of the research was to discover the factors hindering the effective implementation of electronic services in Zimbabwe's local authorities using the case of Gweru City Council. An illumination of the important ideas and facts raised in the whole of this research piece are summarized in this chapter. This chapter also offers suppositions from the offered results of this study. More over the chapter also provides a set of recommendations that the research has formulated to shelter up the fissures crack and breaks that has been recognized from pragmatic outcomes of this study.

5.1 Summary

An examination into the factors avoiding the effective implementation of e-Government in Zimbabwe Local authorities using the case of Gweru city Council is the study topic that this research emanated from. The leading sections of this research has given the background of the study which offered history and an intuition of the research area the student had selected for the study; statement of the problem which gave the problems of the status quo, a gap this exploration wanted to cover, the research questions and objectives that determined the course of action of this study, general assumptions of the research, significances of the study as well as the limitations of the research. Definition of key terms was also taken care of. The first chapter has hence offered an oversight of the research using the above mentioned apparatuses.

The focal objectives that steered this research are: To identify the factors militating against the effective implementation of e-Government at Gweru City Council, to find out the advantages of

implementing the e-Government systems at Gweru City Council, to assess the institutional capacity of Gweru City Council in the execution of e-Government services, to suggest recommendations to problems and/or challenges faced in implementing electronic -Government to boost service delivery and citizen involvement. E-Government implementation at Gweru City Council has been faced with a number of serious challenges. Despite the high levels of computer literacy skills endowed in Gweru residents, directives from the national strategic plans ie ZimAsset blue print, availability of internet access, the council has failed to fully implement the e-Government program – the reasons being weak financial muscle of the council, inadequate ICT equipment to roll out fully the e-Government program, lack of institutional strategic plan for the implementation and generally low levels of computer operating skills by council employees . Due to these challenges the research was conducted in the City of Gweru as a way to search for an understanding of the challenges faced in implementing e-Government and derive their resolutions. As such the researcher found out that this research will advantage numerous stakeholders who include Gweru City Council, Gweru community, and other local authorities in other countries facing hindrances in fully rolling out of e-Government services, the researcher himself and the Midlands State University.

Literature review was classified into four categories. Firstly it contextualized and conceptualized the word e-Government– that giving the meaning the meaning of the term e-Government, the second phase focused on the adoption of e-Government in Zimbabwe taking into account various government policies that have been brought forward to ensure the full adoption of the e-Government services. The third phase of the second chapter aimed on delivery models of e-Government focussing on the Heeks (2008) e-Government delivery model. The fourth phase was aimed on factors militating against effective implementation of electronic Government and this section provided the social, economic, political and legislative factors that hinder implementation of e-Government in Zimbabwean local authorities. The fifth phase looked at the institutional

capacity of Gweru city council for implementing e-Government services. In this phase the researcher used the PESTLEG and the SWOT analysis to examine the capacity of Gweru City Council. The final phase of the second chapter outlined some recommendations to the challenges using case studies of successful countries on selected problems. Case studies such as those of South Africa, Canada, Norway and Mexico.

The researcher made use of a research methodology which pitched in to both qualitative and quantitative research designs – that is an assorted technique of research – to examine the challenges that hinder the effective implementation of e-Government at Gweru city council and to find the solutions to those challenges. The research also trailed a descriptive method to research. 450 000 was the target population of the research to which a sample size of 103 respondents was established. Simple random sampling Stratified sampling and purposive sampling techniques were exploited to get this sample magnitude. The data collection instruments that were designed to bring about data from the respondents are: interviews and questionnaires. Secondary data collection instruments were also battered to provide data for this research. A pre-test was conceded out with co-students to test the reliability and validity of the research tools. The research methodology was designed in this approach for effective and maximum collection of data.

The researcher made utilization of a reasearch method which contributed to both qualitative and quantitative examination strategies – that is an assorted technique of research – to inspect the difficulties that frustrate the powerful usage of e-Government at Gweru city council and to discover the answers for those difficulties. The examination likewise trailed an unmistakable strategy to research. +/- 450 000 was the objective populace of the examination to which a sample size of 103 respondents was set up. Basic random sampling and Stratified sampling and purposive examining methods were exploited to get this sample size. The information gathering instruments that were intended to realize information from the respondents are: interviews and questionnaires. Optional information gathering instruments were additionally battered to give information to this

examination. A pretest was yielded out with co-understudies to test the dependability and legitimacy of the research instruments. The techniques technique were planned in this methodology for successful and maximum gathering of data .

Finally, the researcher went to the real field of research to gather data. Data gathering was completed and the researcher succeeded to gather data from a total of 92 respondents out of a sample size of 103 respondents. This means the response level for this research was 89%. The findings of the statistics which was gathered have been presented in form of graphs, charts, tables, and narratives. The highlights of the findings include the fact that Gweru city council's major challenge regarding the implementation of e-Government is the constrained financial muscle of the council, the council also has no strategic plan for e-Government implementation as of yet, Gweru residents are willing to accept full implementation of the e-Government program more than the council employees and the capacity for the adoption for Gweru city council is weak. The conclusions for the findings are given in 5.2.

Finally, the researcher went to the genuine field of research to assemble information. Information gathering was finished and the researcher succeeded to accumulate information from a sum of 92 respondents out of sample size of 103 respondents. This implies the reaction level for this examination was 89%. The discoveries of the insights which were assembled have been exhibited in type of diagrams, outlines, tables, pie charts and narratives. The highlights of the discoveries incorporate the way that Gweru city committee's real test in regards to the execution of e-Government is the obliged monetary muscle of the council, the Council likewise has no key arrangement for e-Government usage as of yet, Gweru inhabitants are willing to acknowledge full usage of the e-Government program more than the councilors and the capacity for the council to put on board e-Government is generally weak. The conclusions for the discoveries are given in 5.2.

5.2 Conclusions

The researcher concluded that:

1. The research concluded that most people do not have the correct understanding regarding what e-Government really means. Lack of adequate knowledge on e-Government means that people do not have proper skills required to support the e-Government initiative. This draws back the progress of e-Government implementation.
2. The research also concluded that the main challenge with regard to the full implementation of the e-Government programme is the poor financial muscle of the Council.
3. The research also identified that unavailability of a strategic plan for e-Government implementation at Gweru city council, lack of IT experts, inadequate ICT equipment and lack of employee training on e-Government are other factors hindering the effective implementation of e-Government at Gweru city council.
4. The research concluded that other social factors other than financial and technological factors such as age, level of education, familiarity with internet electronic gadgets and other social factors play a part in retarding the pace of full e-Government implementation as most old aged residents and ill educated residents voted against the e-Government program.
5. The study also realized that e-Government is advantageous as it reduces paper work; it is fast and efficient, increases levels of citizen participation in the process decision making, makes local government services easily accessible to the resident, improves on transparency and accountability and reduces on corruption.

6. The study identified that e-Government implementation has also environmental bonuses as it reduces the use of paper work therefore avoid unnecessary use of paper and paper waste. This is in line with the vision of Gweru city council, “to be a clean and green city.”
7. The research also concluded that Gweru city councils capacity for the adoption of e-Government is very weak. This is mainly because the institution has no financial resources to support the full implementation of e-Government program, no current National legislation has been crafted to support cyber protection, the institution has not yet crafted the necessary policies or plans to ensure that e-Government full implementation is realised. Gweru city council both middle managers and junior staff of council are yet to receive training on e-Government so this has led to a general resistance on e-Government by the council staff.
8. The study concluded that most councilors are behind the idea of the e-Government implementation as long as they receive the necessary training on using computers and other ICTs tools.
9. The research also concluded that all the stakeholders of this research, that is the council top appointed official, elected officials, middle management staff, junior staff of council as well as the general residents unanimously agree that e-Government implementation is advantageous to both the council and the residents.
10. Another major conclusion of this research is that all stakeholders recommended that council employees should undergo an extensive ICT training workshop to ensure a smooth flow implementation of the e-government program.

5.3 Recommendations

The recommendations of the study are:

1. The government of Zimbabwe should take an active role in putting in place a legal agenda for e-Government implementation by breaking up legislative and regulatory obstructions to the delivery of online services. These initiatives build on a practice of rigor legislative generalization and somber review and warding off of laws and regulation that stifles e-Government implementation in order to simplify and minimize administrative load enacted on business and citizens. For example the e-Rule project can be done, so that the Government can managed to undertake an analysis on all laws and regulation in order to detect and get rid of obstacles hindering electronic communication. An amendment to the Public Administration Act should be introduced to permit the recognition of electronic documents and total adoption of electronic business processes in government.
2. Gweru city council should aim to budget for e-Government initiatives. In this context RBF (Results Based Finance) should take centre stage. In addition the Central Government should play a role in assisting Local authorities financially in order to remove the financial obstacle most local authorities are facing. This however should not mean that Local authorities should solely rely on the government to fund the e-Government initiative but local authorities should come up with their own money to fund the implementation of the program. For example the council can introduce e-Government levy in which on monthly basis every resident should pay an additional \$0.50 on their water bills which will be used to facilitate the implementation of e-Government.
3. The government of Zimbabwe should clearly recognize the significance of reducing digital divide and an e-Zimbabwe initiative ought to be built up to help enhance access to ICT, especially in remote and rustic regions. The administration ought to attempt to

focus on the computerized partition by the formation of advanced group focuses the nation over. These computerized group focuses ought to be focused on towards individuals, who don't have admittance to ICT, and to give helped access to the web and additionally material on instruction, wellbeing, economy and government at all levels.

4. Gweru city council should send all council employees junior, middle and senior staff as well as elected officials on extensive ICTs training workshops in order to boost the ICT confidence and skills in council staff. The council can negotiate with local institutions with ICT experts such as the Midlands state University and Gweru polytechnic college to help them train their employees and other officials on ICTs
5. It is also imperative that Gweru city council make positive strides towards enlightening citizens and other stakeholders regarding the advantages of implementing e-Government and the rational for the implementation. This helps to minimise resistance from residents and other stakeholders.
6. The researcher also recommends Gweru city council to follow the footsteps of Harare city council and Bulawayo city council who have already established council websites. This means council management or top officials should meet with either Harare city officials or Bulawayo city officials to discuss on their success story and how they managed to overcome their obstacles. This means if possible Gweru city should adopt the same or relatively same e-Government implementation plan utilized by either Harare city or Bulawayo city.

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APPENDIX 1.

MIDLANDS STATE UNIVERSITY



FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF LOCAL GOVERNANCE STUDIES

I am David Madire a fourth year student at the above mentioned institution. In fulfilment of the above programme I am doing a research on the following topic: An examination into the factors that hinder effective implementation of e-government system in Zimbabwe local authorities. The case of Gweru City Council. I therefore kindly request your assistance in answering the questions listed below. Information provided for the purpose of this research shall remain private, confidential and shall be only used for academic purposes

Interview guide for the Town Clerk.

- 1. What do you understand by the concept of e- Government.

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

- 2. Do you think e-Government adoption can help to improve services delivery for Gweru city Council? Explain.

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

What e-government services have been adopted by GCC?

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

What e-government services have been implemented by GCC?

.....
.....

- 3. What are the factors hindering the effective implementation of e-Government services at Gweru city Council.

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

4. What strategies has the council put in place to overcome the challenges you have identified.
.....
.....
.....
5. What are some of the advantages the council can enjoy through the implementation of e-Government services?
.....
.....
.....
6. Do you think Gweru City (both the council and residents) is ready for the implementation of e- government service delivery system?
.....
.....
.....
7. How prepared are the appointed and elected officials in terms of ICT skills for the adoption of e-services.
.....
.....

APPENDIX 2

MIDLANDS STATE UNIVERSITY



FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF LOCAL GOVERNANCE STUDIES

I am David Madire a fourth year student at the above mentioned institution. In fulfilment of the above programme I am doing a research on the following topic: An examination into the factors that hinder effective implementation of e-government system in Zimbabwe local authorities .The case of Gweru City Council. I therefore kindly request your assistance in answering this questionnaire. Information provided for the purpose of this research shall remain private, confidential and shall be only used for academic purposes

Instructions

When responding to the questions please provide the recent information available.

Tick in the appropriate box for the answer that best responds to the question or fill in the spaces provided.

Questionnaire for Council Management.

SECTION A: Understanding the concept of E-Government by the Management.

1. In which department do you belong to?

.....

2. What do you understand by the term e-Government?

.....
.....

3. How do e-Government systems affect service delivery?

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

4. Do you use computers or any other device that connects to the internet in your office or work station. Yes [] No []

(a) If No what do you use.

.....

(b) If Yes, what do you use them for?

.....

5. Do you have access to internet network in your office? Yes[] No []

(a) If yes, how is it helping you to perform your job requirements more professionally?

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

(b) If no, why?

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

6. How long has been the internet service available at Gweru City council?

.....

7. Do you possess the technical know-how to use this modern technology?

Yes [] No []

If yes, what qualification do you have in relation to information technologies?

.....
.....

Section B: Factors hindering the effective implementation of e-services at Gweru City council.

1. Do you think information communication technologies are being fully implemented in the process of service delivery at Gweru city council?

Yes [] No []

If no, what do you think could be the reason. for poor e-government implementation?

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

2. List any 5 challenges the Council is facing in the implementation of e-government services.

challenge	
-----------	--

1	
2	
3	
4	
5	

What strategies has the council put in place to solve those challenges ?

solution	
1	
2	
3	
4	

3. Are you comfortable using modern information technologies in performing you daily work tasks?

Yes []

No[]

If no, what is the reason? Select from the reasons below

Reason	yes	no
I am computer illiterate	<input type="checkbox"/>	<input type="checkbox"/>
I feel more comfortable doing things manually	<input type="checkbox"/>	<input type="checkbox"/>

If other .specify

4. Do you think the shift from manual way to electronic means (use of computers) is necessary?

Yes []

No[]

If No why.

If Yes why

SECTION C: Advantages of implementing e-Government systems.

1. Do you think the use of computers and other information technology devices can improve on service delivery? Yes [] No []

If yes how

If No why.....

2. What services do you think the council can offer to the citizens through the internet?

.....

3. Do you think the use of computers and internet can improve on

	yes	No	maybe
1.Council and citizen relationships			
2.Revenue collection by council			
3.Councils efficiency and effectiveness in service delivery			
4.Councils interaction with other stakeholders e.g Banks, Gvt ministries, business sector etc			
5.transparency, accountability and citizen participation in decision making			
6.information sharing and dissemination			

4. What other benefits do you think the council can get from the use of computers and the internet?

.....
.....

Section D: Institutional capacity for the adoption of e-government.

1. Do you think Gweru city council is ready for the implementation of e-Government systems?
Yes [] No []

If No explain why.....

2. Do you think Gweru city council has adequate financial resources to implement e.Government?

Yes [] No []

3. Do you think Gweru City council employees have the technical know-how to use ICTs
Yes [] No []

4. What advantages do you think Gweru city council can capitalise on in adopting e-Government

.....

.....

5. Do you think the current national legislative provisions for the implementation of e-Government are conducive for the implementation of e-Government?

Please explain your answer:

.....
.....

Section E

In your opinion, what do you think can be done to make the implementation of e-government possible at Gweru City Council?

.....
.....

APPENDIX 3

MIDLANDS STATE UNIVERSITY



FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF LOCAL GOVERNANCE STUDIES

I am David Madire a fourth year student at the above mentioned institution. In fulfilment of the above programme I am doing a research on the following topic: An examination into the factors that hinder effective implementation of e-government system in Zimbabwe local authorities. The case of Gweru City Council. I therefore kindly request your assistance in answering this questionnaire. Information provided for the purpose of this research shall remain private, confidential and shall be only used for academic purposes.

Instructions

When responding to the questions please provide the recent information available.

Tick in the appropriate box for the answer that best responds to the question or fill in the spaces provided.

Questionnaire for Council Employees.

SECTION A: Understanding the concept of E-Government by council employees.

1. In which department do you belong in?

.....

2. What do you understand by the term e-Government?

.....
.....

3. How does e-Government affect service delivery?

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

4. Do you use computers or any other device that connects to the internet in your office or work station. Yes [] No []

(c) If No what do you use.

.....

(d) If yes, what do you use them for?

.....

5. Do you have access to internet network in your office? Yes [] No []

(c) If yes, how is it helping you to perform your job requirements more professionally?

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

6. How long has been the internet service available at Gweru City council?

.....

7. Do you possess the technical know-how to use this modern technology?

Yes [] No []

If yes, what qualification do you have in relation to information technologies?

.....
.....

Section B: Factors hindering the effective implementation of e-services at Gweru City council.

5. Do you think information communication technologies are being fully implemented in the process of service delivery at Gweru city council?

Yes [] No []

If no, what do you think could be the reasons for poor e-government implementation?

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

6. List any 5 challenges that you think could be making it difficult for the council to implement electronic services.

(1).....

(2).....

(3).....

(4).....

(5).....

How can any of the challenges you have mentioned be solved?

.....
.....

7. Are you comfortable using modern information technologies in performing you daily work tasks?

Yes [] No []

If no, what is the reason? Select from the reasons below

I am computer illiterate []

I feel more comfortable doing things manually []

If other .specify

8. Do you think the shift from manual way to electronic means (use of computers) is necessary?

Yes [] No []

Please explain your answer.

.....

SECTION C: Advantages of implementing e-Government systems.

4. Do you think the use of computers and other information technology devices can improve on service delivery? Yes [] No []

If yes how

If No why.....

5. What services do you think the council can offer to the citizens through the internet?

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

3. Do you think the use of computers and internet can improve on

	yes	No	maybe
1.Council and citizen relationships			
2.Revenue collection by council			

3.Councils efficiency and effectiveness in service delivery			
4.Councils interaction with other stakeholders e.g Banks, Gvt ministries, business sector etc			
5.transparency, accountability and citizen participation in decision making			
6.information sharing and dissemination			

4. What other benefits do you think the council can get from the use of computers and the internet?

.....

Section D: Institutional capacity for the adoption of e-government.

6. Do you think Gweru city council is ready for the implementation of e-Government systems?

Yes [] No []

If No explain why.....

7. Do you think Gweru city council has adequate financial resources to implement e-Government?

Yes [] No []

8. Do you think Gweru City council employees have the technical know-how to use ICTs
 Yes [] No []

9. What advantages do you think Gweru city council can capitalise on in adopting e-Government.

.....

.....

10. Do you think the current national legislative provisions for e-government implementation are conducive for the implementation of e-Government?

If No what do you think can be done

.....

Section E

In your opinion what do you think can be done to make the implementation of e-government possible at Gweru City council?

.....
.....

Thank you so much.

APPENDIX 4

MIDLANDS STATE UNIVERSITY



FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF LOCAL GOVERNANCE STUDIES

I am David Madire a fourth year student at the above mentioned institution. In fulfilment of the above programme I am doing a research on the following topic: An examination into the factors that hinder effective implementation of e-government system in Zimbabwe local authorities. The case of Gweru City Council. I therefore kindly request your assistance in answering this questionnaire. Information provided for the purpose of this research shall remain private, confidential and shall be only used for academic purposes.

Instructions

When responding to the questions please provide the recent information available.

Tick in the appropriate box for the answer that best responds to the question, or fill in the spaces provided.

Questionnaire for Councillors.

SECTION A: Understanding the concept of E-Government by Councillors.

1. In which ward do you belong in?

.....

2. What do you understand by the term e-Government?

.....

.....

3. Do you think e-Government can help you carry out your duties as a councillor?

.....
.....
.....
4. Do you have a computer or any other device that connects to the internet?

Yes [] No []

.....

5. Do you have access to internet network in your Ward? Yes[] No []

6. Do you possess the technical know-how to use this modern technology?

Yes [] No []

If yes, what qualification do you have in relation to information technologies?

.....
.....

Section B: Factors hindering the effective utilisation of e-services at Gweru City council.

9. Do you think information communication technologies are being fully implemented in the process of service delivery at Gweru city council?

Yes [] No []

If no, what do you think could be the reasons for poor e-government implementation?

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

10. List any 5 challenges that you think could be making it difficult for the council to implement electronic services.

challenge	
1	
2	
3	
4	
5	

How can any of the two challenges you have mentioned be solved?

solution	
1	
2	
3	
4	

11. Are you comfortable using modern information technologies in performing your duties as a councillor?

Yes []

No []

If no, what is the reason? Select from the reasons below

Reason	yes	no
I am computer illiterate	<input type="checkbox"/>	<input type="checkbox"/>

I feel more comfortable doing things manually		
-----------------------------------------------	--	--

If other .specify

.....

12. Do you think the shift from manual way to electronic means (use of computers) is necessary?

Yes []

No []

Please explain

.....

SECTION C: Advantages of implementing e-Government systems.

6. Do you think the use of computers and other information technology devices can improve on service delivery? Yes [] No []

If yes how

If No why.....

7. What services do you think the council can offer to the citizens through the internet?

.....

8. Do you think the use of computers and internet can improve on

	yes	No	maybe
1.Council and citizen relationships			
2.Revenue collection by council			
3.Councils efficiency and effectiveness in service delivery			

4.Councils interaction with other stakeholders e.g Banks, Gvt ministries, business sector etc			
5.transparency, accountability and citizen participation in decision making			
6.information sharing and dissemination			

4. What other benefits do you think the council can get from the use of computers and the internet?

.....

Section D: Institutional capacity for the adoption of e-government.

11. Do you think Gweru city council is ready for the implementation of e-Government systems?

Yes [] No []

If No explain why.....

12. Do you think Gweru city council has adequate financial resources to implement e-Government?

Yes [] No []

Section E

What do you think in your own words can be done to make the implementation of e-government possible at Gweru City council.

.....

APPENDIX 5

MIDLANDS STATE UNIVERSITY



FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF LOCAL GOVERNANCE STUDIES

I am David Madire a fourth year student at the above mentioned institution. In fulfilment of the above programme I am doing a research on the following topic: An examination into the factors that hinder effective implementation of e-government system in Zimbabwe local authorities. The case of Gweru City Council. I therefore kindly request your assistance in answering this questionnaire. Information provided for the purpose of this research shall remain private, confidential and shall be only used for academic purposes.

QUESTIONNAIRE FOR RESIDENTS.

Instructions

When responding to the questions please provide the recent information available.

Tick in the appropriate box for the answer that best responds to the question, or fill in the spaces provided.

SECTION A: Understanding the concept of E-Government by residents.

1. In which residential suburb do you belong to?

.....

2. What do you understand by the term e-Government?

.....

.....

3. How does e-government affect service delivery?

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

4. Do you have a computer or any other device that connects to the internet

. Yes [] No []

5. Do you have access to internet network in your residential area?

Yes [] No []

6. Do you possess the technical know-how to use this modern technology?

Yes [] No []

If yes, what qualification do you have in relation to information technologies?

.....
.....

Section B: Factors hindering the effective implementation of e-services at Gweru City council.

13. Do you think information communication technologies are being fully utilised in the process of service delivery at Gweru city council?

Yes [] No []

If no, what do you think could be the reasons for poor e-government implementation?

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.....

14. (a) List any challenges that you think could be making it difficult for the council to implement electronic services.

.....

(b) How can the challenges you have mentioned above be solved?

.....

15. Are you comfortable using modern information technologies in doing business with the City council?

Yes [] No []

If no, what is the reason? Select from the reasons below

Reason	yes	no
I am computer illiterate		
I feel more comfortable doing things manually		

If other .specify

.....

16. Do you think the shift from manual way to electronic means (use of computers) is necessary?

Yes []

No []

Please explain your answer

.....

SECTION C: Advantages of implementing e-Government systems.

9. Do you think the use of computers and other information technology devices can improve on service delivery? Yes [] No []

If yes how

If No why.....

10. What services do you think the council can offer to the citizens through the internet?

.....

.....

.....

11. Do you think the use of computers and internet can improve on

	yes	No	maybe
1.Council and citizen relationships			
2.Revenue collection by council			
3.Councils efficiency and effectiveness in service delivery			
4.Councils interaction with other stakeholders e.g Banks, Gvt ministries, business sector etc			
5.transparency, accountability and citizen participation in decision making			
6.information sharing and dissemination			

4. What other benefits do you think the council can get from the use of computers and the internet?

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Section D.

In your opinion what do you think can be done to make the implementation of e- government possible at Gweru City council?

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Thank you so much.