

**IMPLEMENTATION OF E-ADMINISTRATION FOR
ENHANCED SERVICE DELIVERY AT SEDIBENG
DISTRICT MUNICIPALITY**

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A mini-dissertation submitted in partial fulfillment of the

requirements for the Degree

MASTER OF ARTS

in

Development and Management

in the

SCHOOL OF BASIC SCIENCES

at the

VAAL TRIANGLE CAMPUS

of the

North-West University

Vanderbijlpark

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2011

DECLARATION

I, Ernest Oupa Kwaledi declare that IMPLEMENTATION OF E-ADMINISTRATION FOR ENHANCED SERVICE DELIVERY AT SEDIBENG DISTRICT MUNICIPALITY is my own work and that all the sources I have used or quoted have been indicated and acknowledged by means of complete references.

Signature: _____

Date: _____

DEDICATION

This dissertation is dedicated to the following individuals:

To my late Aunt Mama koaleli who before she passed away asked me

“Oupa, you intend to study till when?”

and

My elder Brother Tladi George Jobo who gave me all the support and advice.

Many thanks to them and may their souls rest in peace.

ACKNOWLEDGEMENTS

First I would like to thank GOD for all the Blessings and giving me the strength and courage.

Special thanks to my supervisor Prof. Shikha Vyas- Doorgapersaad, for her great advice, support and words of encouragement. I cannot begin to show my gratitude because this project would not have been possible without her constant assistance and support.

My deep appreciation to my Uncle Lebina Jobo and his wife Ester Jobo for their encouragement and advice to pursue my goals.

Thanks to my Mother (Mantsilane) for her gracious support, advice and words of wisdom; not forgetting my son (Tshepang) and her mother (Nowaka) and to my not only beautiful but also lovely sisters (Pontsho, Memme, Meokgo, and Teboho) for their time and endless support that cannot be measured.

To my Brothers (Molema, Peete, Thabo and Lebohang) *ayoba*, they have been with me from the day one. Thank you for believing not only in me but also in my abilities.

I would also like to pass my gratitude to Puleng Nzunga from SDM for her assistance, as she was the one who gave me all the necessary information and documents and not at once she complained; may God give strength to help others.

ABSTRACT

The Sedibeng District Municipality (SDM), according to its Integrated Development Planning Report 2009, is a Category C municipality established in the Gauteng Province. It is the only area of the Gauteng Province that is situated on the banks of Vaal River and Vaal Dam, covering the area formally known as the Vaal Triangle including of Nigel and Heidelberg. It includes the towns of Vereeniging, Vanderbijlpark, Meyerton, and Heidelberg as well as the historic townships of Evaton, Sebokeng, Bophelong, Sharpville, and Ratanda, which have a rich political history and heritage. The SDM covers the entire southern area of Gauteng Province, extending along 120 km axis from East to West. The total geographical area of the municipality is 4630 square kilometers and the numbers of households living are 241223. In order to serve the communities, the municipality needs technologically advanced systems to deliver services efficiently. The study therefore focused on the implementation of e-administration for enhanced service delivery at SDM.

The review of Sedibeng District Municipality Integrated Development Plan 2009 regarding service delivery does not indicate any statement recorded regarding e-government as the tool to help speedup service. According to SDM IDP, 2009 the Sedibeng District Municipality has other ICT initiatives such as the implementation of the CCTV in Vanderbijlpark CBD. While Sedibeng District Municipality Website 2009 states that the e-government will be implemented, even the Sedibeng District Municipality's website has outdated information. Other pages are still on development viz. visitors, business and residents. There is not much information on the clusters regarding their plans". In order to improve the challenge, the study hypothesized that "lack of effective implementation of e-administration may lead to inefficient service delivery at Sedibeng District Municipality.

The findings from the literature review and the empirical research support the central statement. Findings indicate that the SDM is aware regarding the significance of e-administration. The employees at the SDM are therefore receiving training from external service providers to enhance their expertise in

the field of e-administration. The SDM needs to be aware and empower community members to understand the utility of e-administration for fast and convenient delivery of services. The SDM needs to invest in human resources to advance the service delivery through appointment of skilled and expert personnel. The adequate implementation of e-administration at the SDM level and the appropriate e-participation by the community members are the foundation blocks of improved and enhanced service delivery.

The study recommends that SDM needs to appoint personnel advanced in technology; organize training sessions to enhance technological skills of existing employees on continuous basis; organize public participation forums for community members regarding the significance and utility of e-administration for improved service delivery; organize training sessions for community members to empower them with the technological means of participation; improve its website for the community members to log-in their requests; establish one-stop centres for the community members to utilize the e-administration. This is an imperative step as not all community members have access to computers and internet at home; deploy facilitators to train community members regarding the procedures of e-administration in their local language(s); and to improve on e-infrastructure in the form of establishment of kiosks in rural areas. This will assist geographically scattered community members to approach the municipal officials with ease.

The study recommends to further explore the concept of e-administration to combat bureaucracy and enhance transparency in the government processes in general and at the grass-roots level in particular.

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LIST OF ABBREVIATIONS

ATM	Automated Teller Machine
CBD	Central Business District
CCTV	Closed-Circuit Television
CD	Compact Disc
CDW	Community Development Workers
CSO	Civil-society organisations
DBSA	Development Bank of Southern Africa
DRP	Disaster Recovery Plan
DPSA	Department of Public Service and Administration
DWP	District Wide Project
G2B	Government-to-businesses
G2C	Government-to-citizens
G2G	Governments-to-government
HR	Human Resource
ICT	Information and Communication Technology
IDP	Integrated Development Programme
IGIS	Inventory of Government Systems
NGO	Non-governmental Organisation
NSDP	National Spatial Development Perspective
OCR	Optical Character Recognition
OECD	Organization for Economic Co-operation and Development
PIT	Public Internet Terminals
SDM	Sedibeng District Municipality
SITA	State Information Technology Agency
SLA	Service Level Agreement

SQL	Structured Query Language
UNISA	University of South Africa
WPTPS	White Paper on the Transformation of the Public Service
WAN	Wide Area Network
YAC	Youth Advisory Centre

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CHAPTER ONE

ORIENTATION AND PROBLEM STATEMENT

Key words: Sedibeng District Municipality (SDM), Integrated Development Planning (IDP), Information and Communication Technology (ICT), e-government, e-administration, service delivery, digital divide, communication.

1.1 INTRODUCTION

The Sedibeng District Municipality (SDM) is a Category C municipality established in the Gauteng Province. It is the only area of the Gauteng Province that is situated on the banks of Vaal River and Vaal Dam, covering the area formally known as the Vaal Triangle inclusive of Nigel and Heidelberg. It includes the towns of Vereeniging, Vanderbijlpark, Meyerton, and Heidelberg as well as the historic townships of Evaton, Sebokeng, Bophelong, Sharpville, and Ratanda, which have a rich political history and heritage. The SDM covers the entire southern area of Gauteng Province, extending along 120 km axis from East to West. The total geographical area of the municipality is 4630 square kilometers and the numbers of households living are 241223. The SDM comprises three Category B municipalities, namely Emfuleni, Midvaal and Lesedi local municipalities and is surrounded by City of Johannesburg (Johannesburg) to the North; Ekurhuleni (East Rand) to the North-East; Nkangala (Mpumalanga) to the North-East; Gert Sebande (Mpumalanga) to the East; Northern Free State (Free State) to the South; Southern District (North-West) to the West, and West Rand to the North-West (SDM Integrated Development Planning [IDP], 2009: 19). In order to serve the communities, the municipality needs technologically advanced systems to deliver services efficiently. The study therefore focused on the implementation of e-administration for enhanced service delivery at SDM,(SDM Integrated Development Planning [IDP], 2009: 19)

1.2 ORIENTATION AND BACKGROUND

E-Government is defined by Balancing Act's News (2002: 1) as "the use of technology, particularly the Internet, as a means to deliver services to citizens, businesses, and other entities. E-Government offers the potential to improve the efficiency and effectiveness of government services and resources provided to the public, but also creates issues for individuals who use or need these services". E-Administration, or electronic administration, refers to any of a number of mechanisms which convert what in a traditional office are paper processes into electronic processes, with the goal to create a paperless office. This is an Information and Communication Technology (ICT) tool to improve productivity and performance (Balancing Act's News, 2002: 1). E-administration can encompass both intra-office and inter-office communication for any organisation (Wikipedia, 2009: 1).

According to SDM (IDP 2009:133), the Sedibeng District Municipality has the strategy to improve ICT Connectivity through the following three deliverables in the year 2009/10:

- Develop an ICT connectivity master plan drawing on experiences of other cities in South Africa and elsewhere;
- Review the implementation of CCTV cameras in Emfuleni to establish how it can improve the service as well as how to leverage the provision of other services from the fibre optic cable already installed; and
- Explore providing a centralised call centre service for all municipal services.

The disparity in access to Information and Communication Technologies (ICT) which may result from differences in class, race, age, culture, geography, or other factors can effectively deprive citizens to participate in the global economy (Kroukamp *in* Mphidi, 2009: 1) who do not have access to technology. This disparity is known as the digital divide. There is a "need for governments around the world to bridge the digital divide. Using the Internet to capture and provide access to appropriate and relevant digital information

produced by governments could also contribute towards bridging the digital divide” (Mphidi, 2009: 1). Section 9 of the Promotion of Access to Information Act, 2000 (Act 2 of 2000) provides the basis to this effect and its objects are generally to promote transparency, accountability and effective governance of all public and private bodies.

The rationale behind e-governance is to enhance communication between the government and the communities. Previously the modes of communication were radio, newspapers, meetings and television. Presently the updated forms of communication utilize internet, satellite and mobile services. Tlagadi (*in* Mphidi, 2009: 1-2) further states that “e-governance involves new styles of leadership, new ways of debating and deciding policy and investment, new ways of accessing education, new ways of listening to citizens and new ways of organising and delivering information and services”. African governments have been using ICTs for more than 40 years. The key innovation is computer networks from intranets to the internet creating a wealth of new digital connections in and around government (Heeks, 2002:4).

1.3 PROBLEM STATEMENT

The review of Sedibeng District Municipality Integrated Development Plan (2009) regarding service delivery does not indicate any statement recorded regarding e-government as the tool to help speedup service. According to SDM (IDP, 2009: 133) the Sedibeng District Municipality has other ICT initiatives such as the implementation of the CCTV in Vanderbijlpark CBD. While Sedibeng District Municipality Website (2009) states that “the e-government will be implemented, even the Sedibeng District Municipality’s Website has outdated information. Other pages are still on development viz. visitors, business and residents. There is not much information on the clusters/pages regarding their plans”. Compared to the City of Johannesburg in terms of the implementation of e-government, there is still much to be done by the Sedibeng District Municipality to ensure that community enjoys the efficient and effectiveness of e-administration and e-services.

1.4 HYPOTHESIS

The hypothesis used in this study is as follows:

Lack of effective implementation of e-administration lead to inefficient service delivery at Sedibeng District Municipality.

1.5 RESEARCH QUESTIONS

Considering the problem statement, the research attempted to find answers to the following questions:

- What is the meaning of concepts e-administration and service delivery?
- What is the extent of implementation of e-administration at Sedibeng District Municipality?
- What could be the impact of the e-administration on service delivery at Sedibeng District Municipality?
- What recommendations can be offered to add value to improve e-administration and service delivery at Sedibeng District Municipality?

1.6 RESEARCH OBJECTIVES

Flowing from the research questions outlined above, the objectives set for the research are the following:

- To give a theoretical exposition of concepts e-administration and service delivery.
- To provide an overview of the extent of e-administration implementation at Sedibeng District Municipality.
- To investigate the impact of e-administration on service delivery at Sedibeng District Municipality.
- To provide a set of recommendations for enhanced service delivery at Sedibeng District Municipality.

1.7 RESEARCH METHODOLOGY

The research utilized the following methodology for gathering information:

1.7.1 Literature Review

The theoretical approach of the research was sourced from literature such as books, legislation, newspapers, electronic data, Sedibeng District Municipality IDP and Annual Reports.

1.7.2 Empirical Research and design

Under the guidance of the supervisor semi-structured interviews were conducted with respondents from senior management, politicians, and officials. This included qualitative questionnaires to obtain their opinion on the impact of the e-administration that is attributed to the lack of service delivery at Sedibeng District Municipality. The following people were interviewed:

- Managers to determine the impact of e-administration for enhanced service delivery at the municipal level.
- Employees (front-line officials) with regard to their recommendations or inputs to improve the implementation of e-administration for enhanced service delivery.
- Community members to observe their perception and opinion on service delivery in the Municipality.

1.8 OUTLINE OF CHAPTERS

To pursue the above research, the following chapters were covered:

Chapter 1: Orientation and Problem Statement.

Chapter 2: Theoretical exposition of concepts e-administration and service delivery.

Chapter 3: An overview of the implementation of e-administration at Sedibeng District Municipality.

Chapter 4: Empirical study: the impact of e-administration on enhanced service delivery at Sedibeng District Municipality.

Chapter 5: Findings, recommendations and conclusion.

The next chapter explores the theoretical exposition of concepts e-administration and service delivery for comprehensive understanding.

CHAPTER TWO

THEORETICAL EXPOSITION OF CONCEPTS

E-ADMINISTRATION AND SERVICE DELIVERY

2.1 INTRODUCTION

Electronic government and informatisation play an important role in changing the face of traditional public service delivery, bringing much promise of enhanced efficiency and a more client-driven and customer-friendly approach. Informatisation is one of the enablers for facilitating electronic government, which can be loosely defined as the management and provision of (potentially interactive) government services by means of electronic technologies primarily centred around ICTs (Theunissen, 1998: 146).

Local government, under the Constitution of the Republic of South Africa, 1996 [section 40(1)], is identified as one of the three spheres of government. The other spheres are national and provincial governments. The local government sphere consists of all the municipalities in South Africa. Each sphere of government is distinctive yet the spheres are interrelated and interdependent (RSA Constitution, 1996 supra Section 40(1)). Local government is often termed as the government closest to the people and exists primarily to bring government to grass-roots level. Due to its position, it is often regarded as a mirror reflecting the success and failure of national government. The role of local government in the Republic of South Africa is largely the delivery of a variety of services. One of the major challenges facing local government today is the effective and efficient delivery of services (Nyamukachi, 2005: 16). To enhance the delivery of services on convenient basis, the Government has introduced electronic- Government (e-Government) means of governance in South Africa. This chapter explores the meaning of e-Government/e-administration and service delivery for comprehensive understanding.

2.2 OVERVIEW OF LOCAL GOVERNMENT IN SOUTH AFRICA

Local government can be defined as “that level of government which is commonly defined as a decentralised representative institution with general and specific powers devolved to it by a higher tier of government within a geographical area” (Ismail *et al. in* Nyamukachi, 2005: 17). local government refers to administration of cities, towns, villages and geographically organised communities (Nyamukachi, 2005: 17). It should be noted, however, that according to the Constitution of the Republic of South Africa, 1996 (section 40 (1)), local government is recognised as a distinct sphere of government and as such its powers are derived from the Constitution and other statutes and not derived or devolved from provincial and national spheres. This implies that municipalities are decentralized and have delegated powers and authorities to run the affairs of the municipality in their areas of jurisdiction. The local government established municipalities with municipal offices in their areas of jurisdiction. The municipalities are created for the whole of South Africa to render basic services to local communities.

Although the terms local authority and municipality mean the same thing, the Constitution of the Republic of South Africa, 1996, White Paper on Local Government of 1998, Municipal Systems Act, 2000 (Act 32 of 2000) and Municipal Structures Act, 1998 (Act 117 of 1998) use the word municipality in their policy documents. The term local authority was commonly utilized during the pre- 1996 era in South Africa (Nyamukachi, 2005: 17). For the purpose of this research the term municipality is preferably used.

The present context of local government in South Africa is developmental, democratic, decentralized and demarcated as Category A, B and C municipalities. For effective rendering of services at grass-roots level, the Government has introduced and implemented electronic-Government that is a digital means of government. The meaning of the concept e-government/ e-administration is explored in the next section.

2.3 MEANING OF THE CONCEPT E-GOVERNMENT/E-ADMINISTRATION

The term 'e-government' focuses on the use of Information and Communications Technology (ICT) by governments when applied to the full range of government functions. In particular, the networking effect offered by the internet and related technologies has the potential to transform the structures and operation of government. The impact of this transformation is felt in improved levels of service delivery, increased efficiency, reduced costs and greater government/citizen interaction. It is generally accepted that a staged introduction of 'e-government' practices is the best way to achieve success and overcome resistance to change in what has hitherto been a bureaucratic and cumbersome process (www.bridges.org). This transformation can be achieved through the basic principles of e-government as identified by Riley (2003; Vyas-Doorgapersad, 2009: 456) viz., "citizen participation in the process of e-government will be inevitable if programmes are to succeed. e-governance is changing the ways in which government does business with the public and, in the process, is creating demand for some form of participation from the citizen; and information and knowledge sharing are now essential in an age that is creating worldwide change and spurring us into a new Renaissance".

The concept of e-government and e-governance often creates confusion. There is indeed an overlap with the scope of comparison. (Sheridan and Riley 2006) try to clarify the two interchangeable concepts as "e-government and e-governance can be defined as two very distinct terms. E-governance is a broader topic that deals with the whole spectrum of the relationship and networks within government regarding the usage and application of ICTs. E-government is actually narrower discipline dealing with the development of online services to the citizen, more the 'e' on any particular government service – such as e-tax, e-transportation or e-health. E-governance is a wider concept that defines and assesses the impacts technologies are having on the practice and administration of governments and the relationship between public servants and the wider society, such as dealings with the elected bodies or outside groups such as Non Government Organisations (NGOs) or

private sector corporate entities. E-governance encompasses a series of necessary steps for government agencies to develop and administer to ensure successful implementation of government services to the public at large”.

The further characteristics can be understood by the table below:

Table 2.1: Government vs Governance

GOVERNMENT	GOVERNANCE
superstructure	functionality
decisions	processes
rules	goals
roles	performance
implementation	coordination
outputs	outcomes
E-GOVERNMENT	E-GOVERNANCE
electronic service delivery	electronic consultation
electronic workflow	electronic controllership
electronic voting	electronic engagement
electronic productivity	networked societal guidance

Source: Riley, 2003.

E-government, therefore, is an innovation to perform responsibilities through technological means. Definitions of e-government range from the use of information technology to free movement of information to overcome the physical bounds of traditional paper and physical based systems’ to ‘the use of technology to enhance the access to and delivery of government services to benefit citizens, business partners and employees” (Association for Progressive Communications, 2005; Vyas-Doorgapersad, 2009: 456). Moreover, there are three aspects to the e-governance:

- IT enabling the government functions – something similar to back-office automation;
- Web-enabling the government functions so that the citizens will have direct access; and
- Improving government processes so that openness, accountability, effectiveness and efficiency may be achieved (Mastek, 2003).

E-Administration, or electronic administration, refers to any of a number of mechanisms which convert what in a traditional office are paper processes into electronic processes, with the goal being to create a paperless office. This is an ICT tool, with the goal being to improve productivity and performance (Wikipedia, 2010: 1). Furthermore, E-Administration is “the effective management of the coordination and control of business processes and the electronic information they create. It has two fundamental objectives: to increase the efficiency of administrative processes within institutions and to lessen the administrative burden faced by all staff during this process” (<http://www.jisclegal.ac.uk>).

The Department of Public Service and Administration (DPSA) has implemented a South Africa’s E-Government Policy in 2001 after an extensive two year consultation process with various private sector representatives, community organisations and public service officials. The South African e-Government Policy (2001: 3) defines e-Government as “the continuous optimization of government service delivery, constituency participation, and governance by transforming internal and external relationships through technology, the internet and media”.

South African Online website (www.gov.za) reveals the fact that almost all individual government departments have their own websites. A comprehensive resource of government documents including White Papers, Green Papers, speeches, annual reports, legislation, policies and other information are available to download. E-governance is therefore making “the public sector’s use of information and communication technologies with the aim of improving information and service delivery, encouraging citizen

participation in the decision-making process and making government more accountable, transparent and effective” (*in Onyancha, 2007: 2*).

2.4 E-GOVERNMENT AND INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) IN SOUTH AFRICA

The use of Information and Communications Technology (ICT) is fundamental to implement the notion of e-governance as reflected in the E-Government Policy. ICT “is a vital catalyst for social change and economic development that is increasingly seen as an essential tool for developing countries. The South African Government has recognized the potential benefits to be gained from harnessing the power of ICT and is working to create a technically literate workforce that can contribute to a dynamic economy and participate in the Information Society. The Government has established two ICT advisory councils under the leadership of ex-President Thabo Mbeki, which are comprised of national and international ICT experts to inform the Government’s decision-making in this area” (www.bridges.org). The ICT therefore influences governance processes possibly in three ways (obtained from Nath, 2006):

- Technical role: Automation of repetitive governance tasks and thereby improving efficiency of governance processes.
- Supportive role: Use of ICT to complement existing efforts and processes to improve governance.
- Innovative role: Use of ICT to initiate new governance services or new mechanisms for improved service delivery which would be impossible through non-ICT modes.

In order to achieve the above, the State Information Technology Agency (SITA) was established in 1999 to consolidate and coordinate the information technology resources. SITA is aimed to provide information technology (IT) as a resource for government, manage the IT procurement and delivery process, and use IT to support the delivery of e-government services to all citizens.

Section 9 of the Promotion of Access to Information Act, 2000 (Act 2 of 2000) provides the basis to this effect and its objects are generally, to promote transparency, accountability and effective governance of all public and private bodies by, including, but not limited to, empowering and educating everyone to understand their rights in terms of the Act; and to effectively scrutinize and participate in decision-making by public bodies that affect their rights.

The Department of Public Service and Administration (DPSA, 2009) further commissioned an Inventory of Government Systems (IGIS) in early 2001. The reasons are to provide appropriate information to guide planning; to enhance public service delivery; and to devise a quick, simple, flexible and cheap system/mechanism to keep an accurate and up-to-date inventory on government information systems (e.g. applications, systems software, hardware, networks, skills, etc.). The Department of Public Service and Administration also produced a document entitled: *Electronic Government: The Digital Future; A Public Service IT Policy Framework* to transform the government into more efficient and effective for better and faster service delivery. According to this policy framework (2001), an e-government initiative must address at least three major issues:

- **E-governance:** the application of IT to intra-governmental operations, including the interaction between central, provincial and local government. This includes paperless messaging and reporting, electronic document management and archiving, integrating systems for finance, asset and human resource management (including training), as well as systems for real-time collaboration and project management, conferencing, decision support and execution information.
- **E-services (delivery and feedback,):** the application of IT to transform the delivery of public services from 'standing in line' to online: anytime, anywhere, by any means, and in *interactive* mode. The services affected include general information and regulations, education and culture, health counselling and telemedicine, benefits, taxation, etc. The new delivery vehicles also offer the opportunity to let people participate in government,

by collecting direct and immediate input in respect of policy issues, specific projects, service delivery problems, cases of corruption, etc.

- E-business: the application of IT to operations performed by government in the manner of business-to-business transactions and other contractual relations. An obvious example is the procurement of goods and services by government: e-procurement covers the steps from electronic tender to electronic payment, (policy framework (2001)).

The policy framework (2001) further states the following benefits of e-government: it leads to increased productivity i.e. better output in terms of the quantity and quality of traditional results, or the performance of previously impossible tasks; it is cost effective due to reduction in the duration, complexity or possible repetition/duplication of tasks; and it improves service delivery through achievement of the Batho Pele objectives for offering equal access to government services, more and better information, choice of level/quality of service and guaranteed standards (including privacy), remedies for failures and, ultimately, value for money.

The other legislation that leverages the enhancement of the access to service delivery is the Electronic Communications and Transactions Act, 2002 (Act 68 of 2002). This Act provides a wide range of public services to become faster, more efficient and more secure, and will have the added effect of providing the first electronic interface with Government — and the first exposure to ICT — for the majority of South Africa's citizens. It enables and facilitates electronic transactions. Section 7 of this Act calls for a national e-strategy which outlines programmes to provide internet connectivity to disadvantaged communities and stimulate public awareness of the benefits of internet connectivity. This strategy is called e-Government (Electronic Communications and Transactions Act, 2002).

2.5 MEANING OF CONCEPT SERVICE DELIVERY

The White Paper on the Transformation of the Public Service (WPTPS) published on 24 November 1995, sets out eight transformation priorities, amongst which Transforming Service Delivery is the key. This is because a

transformed South African public service will be judged by one criterion above all; its effectiveness in delivering services which meets the basic needs of all South African citizens. Public services are not a privilege in a civilised and democratic society they are a legitimate expectation (Ballies, 2009: 20-21).

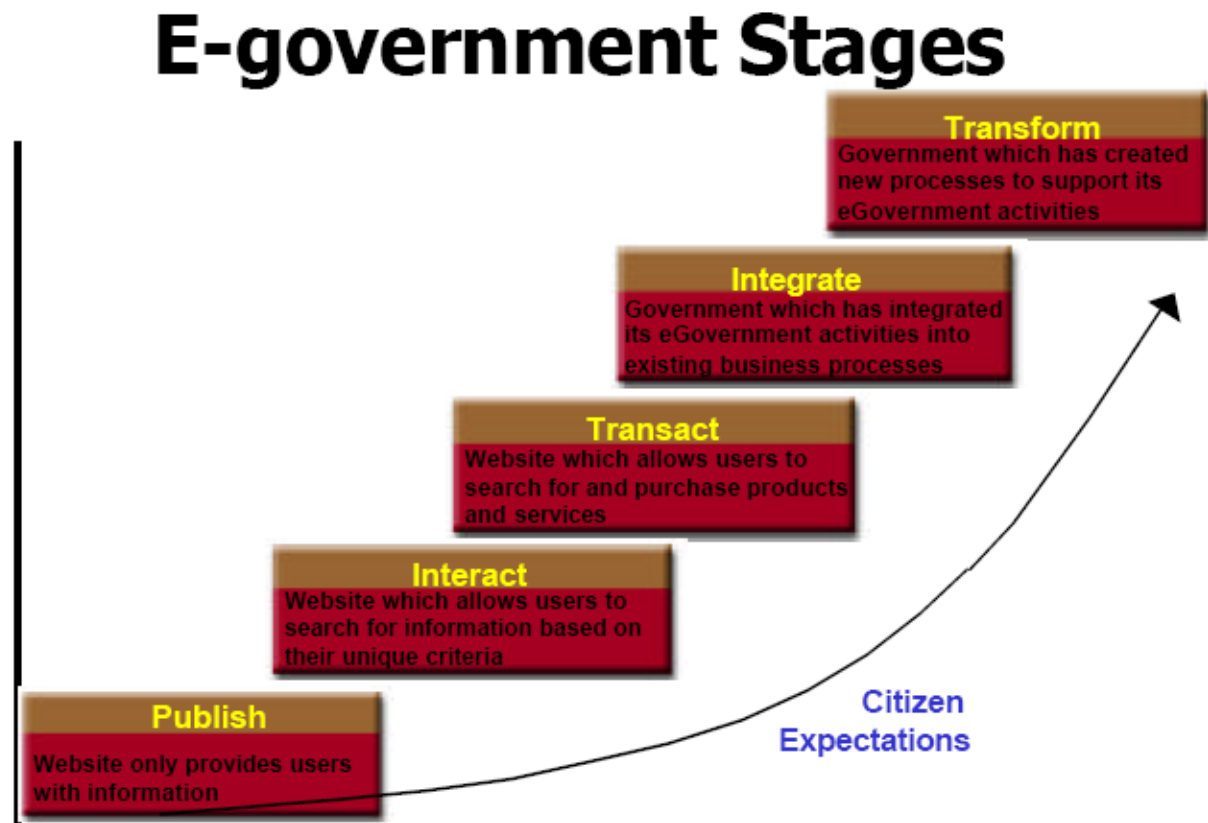
The White Paper on Transforming Public Service Delivery (WPTPSD, 1997) calls on all national and provincial departments to make service delivery a priority. The departments need to develop departmental service delivery strategies. These strategies will need to promote continuous improvements in the quantity, quality and equity of service provision. Chapter II of the WPTPSD requires national and provincial departments to identify, among other things, a mission statement for service delivery, together with service guarantees. A service standard, defined outputs and targets and performance indicators benchmarked against comparable international standards. The WPTPS further states that improving service delivery calls for a shift away from inward-looking, bureaucratic systems, processes and attitudes, and a search for new ways of working which put the needs of the public first, is better, faster and more responsive to the citizens' needs. It also means a complete change in the way that services are delivered (Draft White Paper on Transforming Public Service Delivery, 1997; Ballies, 2009: 21).

2.6 SIGNIFICANCE OF E-GOVERNMENT (E-ADMINISTRATION) FOR ENHANCED SERVICE DELIVERY

The Governance and Administration Cluster has initiated the development and implementation of South Africa Online, a single gateway facilitating access to all information about and services provided by the government. The government created an e-government gateway (www.gov.za) that includes an information portal (www.info.gov.za) and a service portal (www.services.gov.za). The portal is also known as Batho Pele Gateway. It is a core component of the service delivery improvement programme of the government. South Africa is utilizing Community Development Workers (CDWs), Thusong Service Centres (previously known as Multi-Purpose Community Centres), Call Centre and Public Internet Terminals (PITs) in order to receive the desired benefits of e-government (Vyas-Doorgapersad,

2009: 459; Pillay et al, 2009). The utilization of above means may lead to improved service delivery. The following figure can further contribute to improve the delivery of services.

Figure 2.1: Stages of e-government



Source: Wits Graduate School of Public and Development Management, 2009: 12.

E-government initiatives within this domain deal particularly with improving the internal workings of the public sector. They include (obtained from the Commonwealth Telecommunications Organization and University of Manchester Institute for Development Policy & Management, 2004):

2.6.1 Improving Government Processes eAdministration

It includes:

- Cutting process costs: improving the input: output ratio by cutting financial costs and/or time costs.
- Managing process performance: planning, monitoring and controlling the performance of process resources (human, financial and other).
- Making strategic connections in government: connecting arms, agencies, levels and data stores of government to strengthen capacity to investigate, develop and implement the strategy and policy that guides government processes.
- Creating empowerment: transferring power, authority and resources for processes from their existing locus to new locations.

2.6.2 Connecting Citizens: eCitizens and eServices

It includes:

- Talking to citizens: providing citizens with details of public sector activities. This mainly relates to certain types of accountability; making public servants more accountable for their decisions and actions.
- Listening to citizens: increasing the input of citizens into public sector decisions and actions. This could be flagged as either democratization or participation.
- Improving public services: improving the services delivered to members of the public along dimensions such as quality, convenience and cost.

2.6.3 Building External Interactions: eSociety

It includes:

- Working better with business: improving the interaction between government and business. This includes digitizing regulation of, procurement from, and services to, business to improve quality, convenience and cost.

- Developing communities: building the social and economic capacities and capital of local communities.
- Building partnerships: creating organizational groupings to achieve economic and social objectives.

Under the State Information Technology Agency Amendment Act, 2002 (Act No.38 of 2002), the “Departments shall manage information technology effectively and efficiently. The Batho Pele principle of offering equal access to services, increase in productivity and lowering of cost, shall inform the acquisition, management and use of information technology. Information technology shall be used as a tool to leverage service delivery by the public service and shall therefore not be acquired for its own sake”.

2.7 CONCLUSION

As the public service gears itself for the electronic government mode of service delivery, the need for a different breed of information security in the public service becomes imperative. This is as a result of possibilities of integrated government services that will rely heavily on the information security of each and every component of the electronic government value chain. Security breaches to the integrated government services can cause crippling effects on the service delivery by the public service, with major inconveniences to the users of services (RSA Government Gazette, 2002: 5).

The chapter discovered that “the information is a fundamental resource of government and the community, along with people, money and organizations that receives services” (Presidential Review Commission, 1998: 1). In the context of such an understanding, three inter-related aspects of the information concept can be analyzed (Presidential Review Commission, 1998: 1):

- Information Management (IM) concerns the management of information resources in government. As such it focuses on the use of information, the roles and responsibilities of those using the information resources and the

controls, performance measures and business processes and objectives related to their use.

- Information Systems (IS) focuses on applications required to manage the information resources. It is therefore concerned with the development, operation, and maintenance and upgrading of the systems used to achieve business objectives.
- Information Technology (IT) focuses on the technology required to support the applications or systems. It therefore focuses on the technological choices and standards required to make these choices to support the particular systems involved in the overall information management strategy.

Although the primary focus of this chapter is to explore the significance of e-governance for improved service delivery, it is imperative to sustain the implementation level to an extent where development is achieved with advanced efficiency and effectiveness of delivery of services to the communities at large. The next chapter provides an overview of the implementation of e-administration at Sedibeng District Municipality as a focus area of the study.

CHAPTER THREE

AN OVERVIEW OF THE IMPLIMENTATION OF E-ADMINISTRATION AT SEDIBENG DISTRICT MUNICIPALITY

3.1 INTRODUCTION

The work of government is being reshaped by two ineluctable trends. The first is the movement away from centralised, vertical and hierarchical government machines towards polycentric networks of governance based upon horizontal interactions between diverse actors within complex, dynamic and multi-layered societies (Kooiman *in* Coleman, 2003: 1). Governance entails governments co-governing with a range of organisations, public, private and voluntary power, no-one in charge, interdependent world (Bryson and Crosby *in* Coleman, 2003: 1). Secondly, there has been the rapid growth of Information and Communication Technologies (ICT) which can transform the generation and delivery of public services, thereby reconfiguring relationships between government and citizens (G2C), governments and businesses (G2B) as well as within and between governments (G2G) (Coleman, 2003: 1).

E-government has the potential to improve the performance of public institutions and make them more transparent and responsive; facilitate strategic connections in government by creating joined-up administrations in which users can access information and services via portals or 'one-stop-shops'; and empower civil-society organisations (CSOs) and citizens by making knowledge and other resources more directly accessible (Coleman, 2003: 10).

South Africa has plans to initiate e-governance for effective delivery of services. Improving the digital communication between the government and the governed may lead to enhanced service delivery. E-governance "is an important innovation for enhancing good governance and strengthening the democratic process can also facilitate access to information, freedom of expression, greater equity, efficiency, productivity, growth and social inclusion. Successful e-government initiatives can have demonstrable and tangible

impact on improving citizen participation and quality of life as a result of effective multi-stakeholder partnerships. African governments need to develop appropriate policy frameworks, supported by legislation for e-governance, that are linked to strategic development objectives; enlist high-ranking political e-government champions; focus awareness, outreach and training efforts on the less privileged segment of targeted users, particularly women and neglected rural communities; and promote local content and supports local language development” (Coleman, 2003: 2). The chapter explores the strategic benefits of e-administration aspect of digital governance at Sedibeng District Municipality as a focus area of research.

3.2 OVERVIEW OF SEDIBENG DISTRICT MUNICIPALITY (SDM)

This section includes the following information related to SDM.

3.2.1 Major Provincial and Arterial Roads (Development Corridors)

The SDM has an extensive road network at both the national and regional level, including the N1 toll-road, the R59 in the West and the N3 in the Eastern section of the District, which traverse the District and connect with the Ekurhuleni and City of Johannesburg Metropolitan. All major routes are predominantly on a North- South axis and tend to converge on the City of Johannesburg. Regional main roads operating on a District tend to radiate out from or converge on the commercial centres of Vereeniging and Heidelberg. The R42 provides the main East-West linkage across the District. The highest concentration of roads is situated in the West of Emfuleni in accordance with the high population density, extensive residential areas, proximity to large services centre (for example, Vereeniging and Vanderbijlpark). It also provides connectivity to Johannesburg and the Free State Province (SDM, 2009: 19).

3.2.2 Demographics

The Sedibeng District Municipality is a Category C municipality found in the Gauteng Province. It is the only area of the Gauteng Province that is situated on the banks of Vaal River and Vaal Dam in the Southern-most part of the

Province, covering the area previously known as the Vaal Triangle inclusive of Nigel and Heidelberg. It includes the towns of Vereeniging, Vanderbijlpark, Meyerton and Heidelberg as well as the historic townships of Sharpeville, Evaton, Sebokeng, Bophelong, and Ratanda, which have a rich political history and heritage. The SDM covers the entire southern area of Gauteng Province, extending along 120 km axis from East to West. The total geographical area of the municipality is 4630 square kilometres. The SDM comprises of three Category B municipalities, namely, Emfuleni, Lesedi and Midvaal Local Municipalities and is surrounded by the following municipalities: City of Johannesburg (Johannesburg) to the North; Ekurhuleni (East Rand) to the North-East; Nkangala (Mpumalanga) to the North-East; Gert Sibande (Mpumalanga) to the East; Northern Free State (Free State) to the South; Southern District (North-West) to the West; and West Rand to the North-West (SDM Integrated Development Plan, 2009: 19).

3.2.3 Population

The Sedibeng region is moderately populated. Tables 3.1 and 3.2 explore the statistics and comparative analysis of the District that provide a base on which development within the municipality's area of jurisdiction can be made. The "2007-2011 Integrated Development Plan (IDP) estimates that the total population in Sedibeng District is 843 006 as per National Spatial Development Perspective [NSDP], 2006. According to Development Bank of Southern Africa [DBSA], 2007 projections which are based on the Statistics SA Census 2001 population figures, the total population for Sedibeng District Municipality is 908 107 people" (SDM, 2009: 27).

Table 3.1: Indicating population and total household (CS2007)

NDB Name	Name	Population	Population as % District	Population as % Province	No. of Household	Household as % District	Household as % Province
DC42	Sedibeng District Municipality	800819	100	738	241223	100	7.5
DT421	Emfuleni Local Municipality	650887	81.2	6.2	196480	81.4	6.1
GT422	Midvaal Local Municipality	83445	10.4	0.7	24265	10	0.7
GT423	Lesedi Local Municipality	66507	8.3	0.6	20476	8.4	0.8

Source: SDM Intergraded Development Plan, 2009: 27.

Table 3.2: Indicating population shifts 2001-2007 (CS2007)

NDB Name	Name	Total Population 2001	Total Population CS 2007	Population change 2001-2007	%Growth-2001-2007
DC42	Sedibeng District Municipality	796746	800819	4073	0.5
DT421	Emfuleni Local Municipality	658417	650887	-7550	-1.2
GT422	Midvaal Local Municipality	64640	83445	18805	22.5
GT423	Lesedi Local Municipality	73689	66507	-7182	-10.8

Source: SDM Intergraded Development Plan, 2009: 27.

There has been an incredible population shift from 2001 to 2007. Through these years the Sedibeng District Municipality and Midvaal Local Municipality had a positive population change due to job opportunities available in these municipalities. Lesedi and Emfuleni local municipalities had a negative change due to the lack of delivery of basic services residents preferred to move out of these municipalities.

3.2.4 Distribution of population per municipality and sub-area

Emfuleni Local Municipality represents 81.2% of the entire Sedibeng District Municipality population, which effectively means that more people reside in the Emfuleni area. This indicates that 8 out of every 10 people living in the Sedibeng region reside in Emfuleni. Approximately 27.6% land cover of the total District is made up of the townships where a majority of the population resides. Although Emfuleni represents the largest population of SDM, it is Lesedi that has the biggest land/geographic space followed by Midvaal. There is a great potential for these municipalities for investment that still require land (SDM IDP, 2009: 28). According to Statistic SA, 2007 (SDM IDP, 2009: 28) the total population figures per local municipality in the Sedibeng region are (table 3.3):

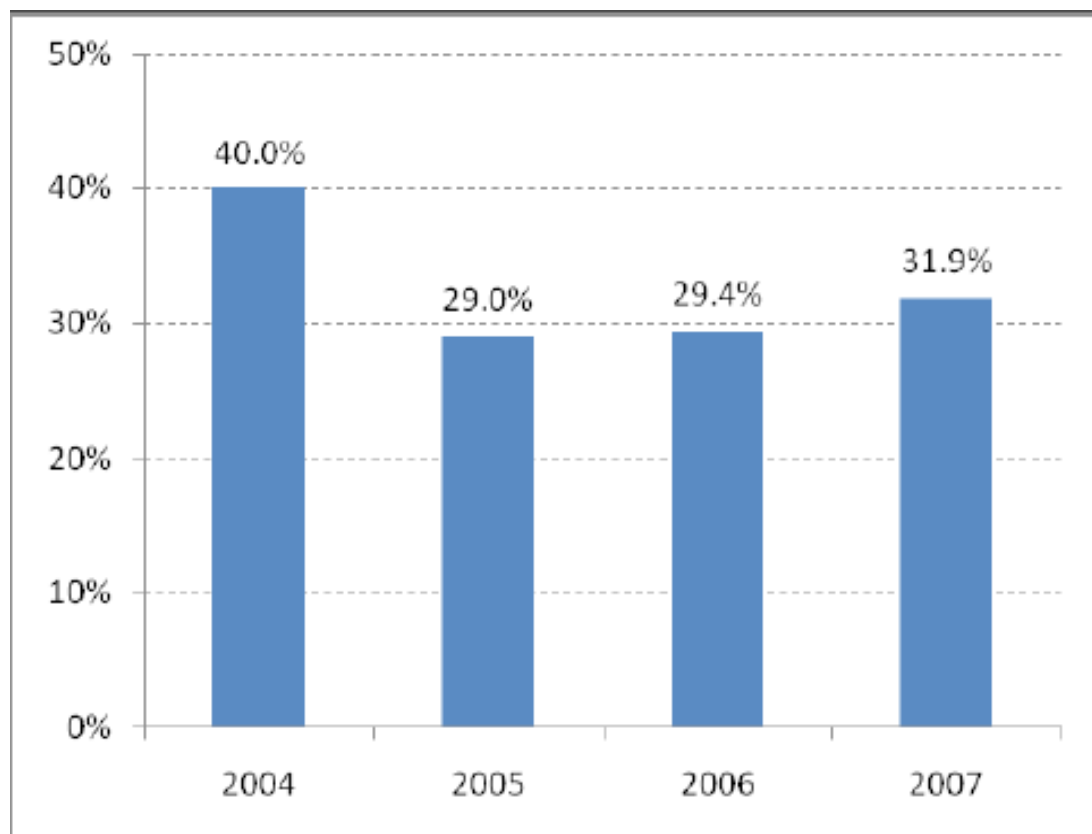
Table 3.3: Population distribution

Race and Gender		DC24:SDM	GT421:ELM	GT422:MLM	GT432:LLM
Black	Male	319,837	269,218	26,944	23,666
	Female	336,270	287,309	25,936	23,023
Coloured	Male	2,031	1,212	533	307
	Female	2,379	1,544	563	263
Indian or Asian	Male	6,930	6,667	50	99
	Female	6,930	6,733	50	153
White	Male	61,668	37,351	15,122	9,187
	Female	64,886	40,832	14,254	9,808
Grand Total		800,819	650,867	83,445	66,507

Source: SDM Intergrated Development Plan, 2009: 28.

In 2004, the unemployment rate for Sedibeng District Municipality was 40%. It declined by 11% points to 29% in 2005 and further increased by 2.5% points from 29.4% in 2006 to 31.9% in 2007 (SDM (Annual Report 2007-2008, 2009: 15). This statistics is revealed in figure 3.1 (Quantec Research 2008 *in* SDM Annual Report, 2008: 15). This periodic decline in the unemployment rate could potentially be linked to the privatisation of the steel industry.

Figure 3.1: Unemployment Rate, Sedibeng, 2004-2007



Source: SDM Annual Report 2007-2008, 2009: 15.

Table 3.4 (Global Insight 2008 *in* SDM Annual Report 2007-2008, 2009: 16) furthermore analyses “the broad unemployment rate by gender for 2000 and 2007. Blacks had the highest unemployment rate, followed by Coloureds, Whites and Asians. There was an average decline in the unemployment rate for males from 2000 to 2007 for all the population groups, with the exception of Whites where there was a 0.8 percentage point increase. Within the female cohort, there was an overall decline in the unemployment rate from 57% in 2000 to 54.9% in 2007” (SDM: Annual Report 2007-2008, 2009: 16).

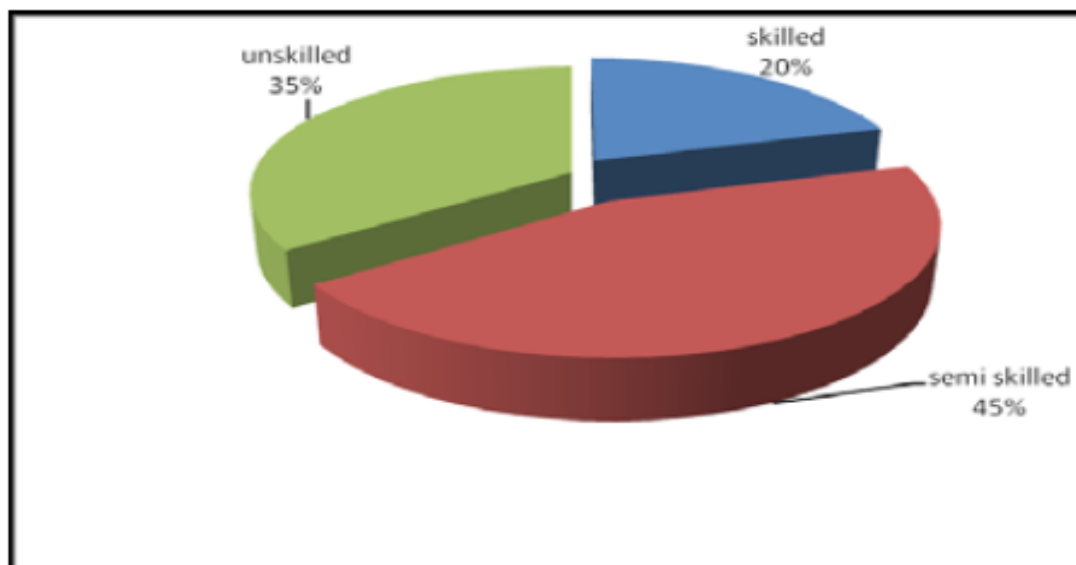
Table 3.4: Semi-skilled occupation

	Male		% Point change	Female		% Point Change
	2000	2007		2000	2007	
African	42.6%	36.9%	-5.6%	64.1%	60.1%	-3.9%
White	11.3%	12.2%	0.8%	20.4%	18.2%	-2.2%
Coloured	23.5%	21.9%	-1.5%	36.5%	30.0%	-6.5%
Asian	8.9%	6.8	15%	18938	11	48826
Total	35.9%	32.8%	3.1%	57.0%	54.9%	-2.0%

Source: Global Insight 2008; SDM Annual Report 2007-2008, 2009: 16.

Semi-skilled occupations accounted for the largest share of occupations in Sedibeng which amounted to 45%, followed by unskilled occupations (35%) and skilled occupations accounted for the smallest share of occupational employment, amounting to 20%. This statistics is revealed in figure 3.2 (Quantec Research 2008 *in* SDM Annual Report 2007-2008, 2009: 17).

Figure 3.2: Composition of Employment by Skills in SDM, 2007



Source: Quantec Research, 2008

Source: SDM Annual Report 2007-2008, 2009: 17.

In comparison to the other municipalities, Sedibeng has the smallest share of employment within the skilled occupations, thus indicating a relatively low level of skills endowment within the Sedibeng labour force (SDM Annual Report 2007-2008, 2009: 17). It may have negative impact on service delivery at SDM. This aspect can be a significant issue for further research.

3.3 IMPROVE ICT CONNECTIVITY IN SEDIBENG DISTRICT MUNICIPALITY

This section includes the following segments of information exploring the processes of improving ICT in SDM.

3.3.1 Key Priority Area

According to the SDM Annual Report 2007-2008 (2009: 47) the Sedibeng District Municipality intends achieving the following:

- to develop an ICT Connectivity Master Plan drawing on experiences of other cities in South Africa and elsewhere,

- to review the implementation of CCTV cameras in Emfuleni to establish how it improve the service as well as how to leverage the provision of other services from the fiber optic cable already installed,
- to explore providing a centralised call centre service for all municipal services,
- to improve the best practice model so that clients are better served and staff are more productive,
- to undertake a change management process and increase training and capacity building to improve the staff morale, capacity and productivity, and
- to enable the effective and efficient service delivery at Sedibeng District Municipality.

The Connectivity Forum has been established and cooperation continues with the Provincial Blinked project. Efforts are being made to improve e-governance, by starting with website development and rolling out online services at the levels of locals such as purchase of electricity online and access to information online (such as access to key documents, the recent events and updated information to keep the society informed as is one of the Batho Pele principles). Some of the pages are still under development (SDM Annual Report 2007-2008, 2009: 47).

3.3.2 Render effective IT services

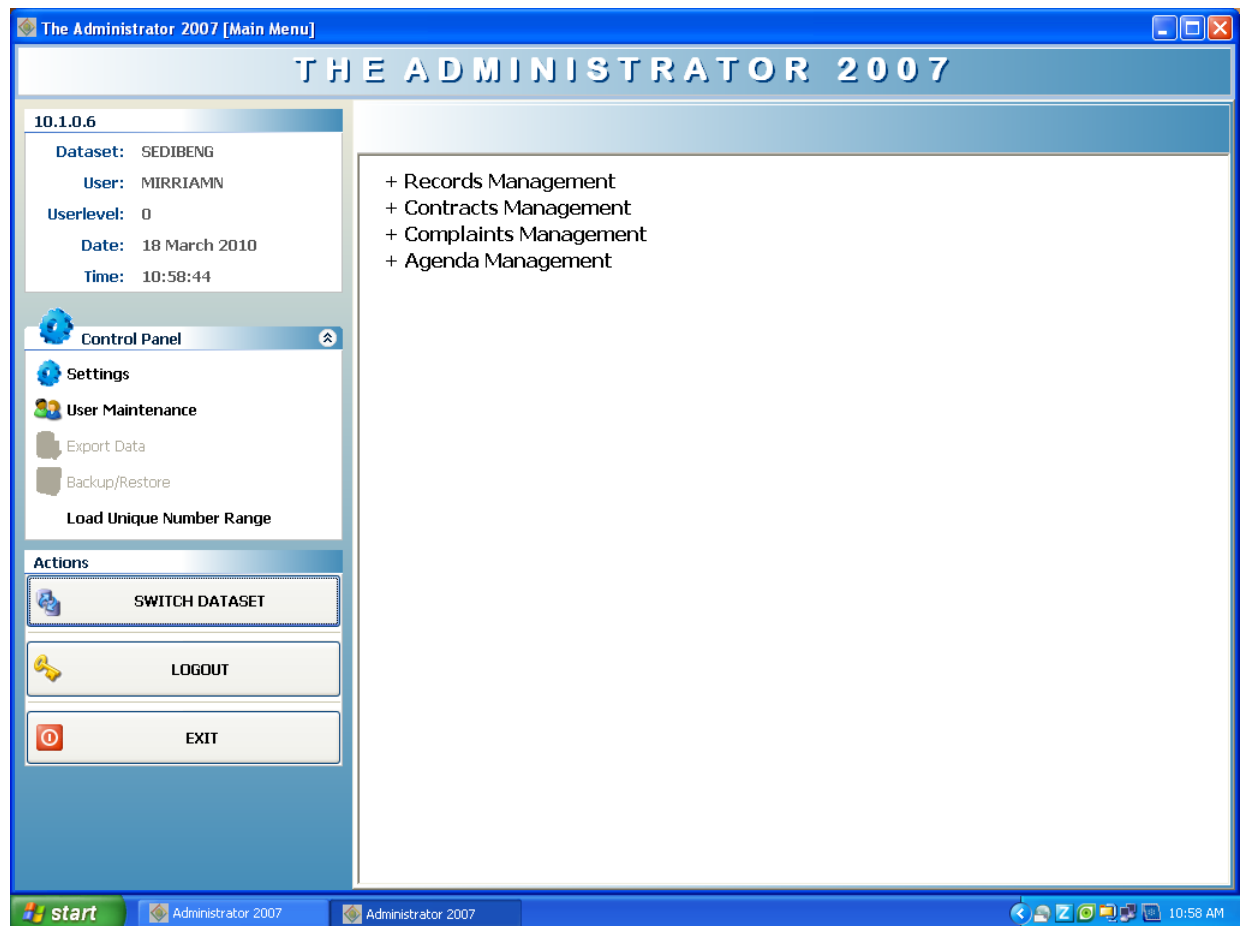
Effective IT services are introduced to enhance the current network to link remote offices, libraries, clinics and youth advice centres to the Wide Area Network (WAN). This involves investment in hardware, security, and masts to help enhance IT services. Furthermore to develop a business continuity plan to ensure that the back-ups are available in the situation of a disaster or tragedy, and Roll out IT enhancements including Phase 2 of Novell Netware and working with different internal departments to provide them with IT solutions to enhance their work (SDM Annual Report 2007-2008, 2009: 51).

According to the SDM Annual Report 2007-2008 (2009: 51), fourteen additional sites are connected on the Wide Area Network (WAN), including the three Youth Advisory Centre (YAC) sites connected as well as the four additional libraries. One YAC is outstanding due to delays in signing of Service Level Agreement (SLA) between SDM and ELM. Basic Disaster Recovery Plan (DRP) is in place as a backup process. District Wide Project (DWP) is on hold that is subject to decentralization process. Possible implementation of e-Venus financial system is completed. Group Link Help Desk system is successfully implemented.

3.4 THE ADMINISTRATOR-NEW PROGRAMME OVERVIEW (E-ADMINISTRATION AT SDM)

The Quidity Document Management Programme has evolved to meet the challenge of the new technology. The new product has been branded The Administrator (Figure 3.3). It is no longer the computerised mail register, filing and distribution register, but instead a sophisticated electronic document management tool, developed to meet and provide solutions to new challenges (Quidity Records, 1988: 1). The programme involves the following elements:

Figure 3.3: The Administrator



Source: Sedibeng District Municipality, 2010.

3.4.1 Scanning

In the past, the scanning was done to assist in searching for a document. To satisfy this requirement, only the first one or two pages of a document were scanned in low resolution black and white. This required no more than a small flatbed scanner. The new approach is to scan with the intention to distribute the entire document electronically. This requires that the entire document be scanned at a far higher resolution and quality. This is only practical if a high volume document feeder scanner is available, either on the local computer or a network scanner on the network (most digital Photostat machines can be configured to function as network scanners). In the past searching was restricted to dates, author names and keywords that were manually captured in the subject field. The development of optical character recognition software has made it possible to convert a scanned document to a text document.

Once converted from image to text, the programme is capable of searching for a document using keywords contained within the content of the document. Addition to the enhanced searching capability, it is also possible to copy extracts from the source document and paste it to the response document (Quidity Records, 1988: 3).

3.4.2 Fax Server/Client

Quidity has developed a sophisticated feature-rich fax server/client solution with extended archive capabilities. The server automatically receives incoming faxes through a modem. Faxes (both incoming and outbound) can be marked for archiving in which case the fax is retained in the fax archive. Sophisticated search features enable easy retrieval of archived faxes. The server can forward a fax to a designated person via email, or transfer the fax directly to The Administrator (no need to print and scan) from where the fax will be categorised, routed and monitored. The server automatically transmits faxes queued for transmission at designated dates and times. The person requesting the fax can also request to be notified by email of the transmission status (pending, failed or transmitted) (Quidity Records, 1988: 3).

The fax client is the part of the solution, which enables all registered users on the network to send faxes through the fax server. Sending is as simple as printing a document to the Fax Printer instead of printing to a laser or inkjet printer. When the document that needs to be faxed only exists in paper format, the fax client permits the user to scan the document on any attached scanner. The administrator programme can automatically compile and send faxes to the server for transmission (examples include acknowledgement of receipt of documents that is cheaper to fax than to print and mail).

The fax server/client solution has the following advantages over conventional fax machines: no fax machine rental and replacement costs; no high printing costs; significantly improved clarity of outbound and inbound faxes; no more skew faxes; cost saving as no unwanted faxes need to be printed; and fax forwarding through email ensures that incoming faxes are distributed almost immediately. Authorised persons may even be permitted to access incoming

faxes from anywhere on the network. Significantly clearer fax images are transferred to The Administrator, improving the likelihood of high recognition rates when converted to text through Optical Character Recognition (Quidity Records, 1988: 4).

3.4.3 Email Archive

The email exchange server can journal all incoming, outgoing and internal mail to the mail archive. The mail archive then compresses and saves the mail for future retrieval. Mail routed directly to the mail archive client can be forwarded to The Administrator which then imports the mail as a record, much like importing a scanned document as an image. The advantage is that the email is retained in its original format, complete with attachments. An imported mail message exists as text and therefore a document search can extend to the content of the mail message. The email archive has the added benefit that emails are saved, and backed up on a central server, thus reducing the risk of information loss due to hardware failure or theft (Quidity Records, 1988: 4).

3.4.4 OCR Server

Is a unique concept where a scanned image can be emailed to the OCR server, which will convert the image to text and return it to the sender as an RTF (MsWord Format) file. The server provides a conversion service to all users on the network (Quidity Records, 1988: 4).

3.4.5 End User Deployment

A tremendous amount of development time was invested in making the programme as simple and easy as possible to use. It is the ultimate objective to train officials to access their assignments and perform their own document searches through the system at their own computers in their own offices. The new programme runs on an SQL database, significantly reducing the burden on the network and delivering blindingly fast response to enquiries. The design is such that the data can also be accessed over an intranet or internet connection. The employees are trained by the company Quidity which introduced the system, manuals are also provided, practical training by

installing of sufficient computers and projectors. Record staffs are trained every year at Quidity premises in Cape Town for new upgrades, from each municipality and provinces. Users are notified through e-mails or through the system concerning new developments. Record staffs are sometimes requested to assist new employees on the usage of the system. Training short courses are done by attending electronic document management system classes (UNISA) (Nzunga, 2010).

The SDM currently has a staff of nine hundreds (900) employees. The staff compliment includes general workers, administration staff, councillors and in-service training staff. Currently 120 employees are trained during 2007-2008 financial year (the statistics of year 2009 is not available as yet) who are able to utilize the system. Additional training is scheduled to commence on the 7-9 April 2010 for new users (Nzunga, 2010). The training programmes are stated in table 3.5.

Table 3.5: Work Skills Plan Training Interventions 2007 – 2008

Training Course	No. of Employees	Staff Levels
Customer Service	39	Clerk / Administrators
Quidity Software for Records	61	Top/ Senior Management
Ms Office : Advance Excel	3	Clerk / Administrators
Records Management	5	Supervisors
CCTV Training	14	Supervisors
Administrator Xpress (Quidity)	120	Employees/Management

Source: compiled from SDM Annual Report 2007-2008, 2009: 35.

The SDM provides a clear and efficient access for employees and others who have a legitimate right of access to Council records as well as electronic records in compliance with relevant legislation. The requirements for access to records by data or any means to follow procedures, as contained in records

management policy manual, to provide specialized training and guidance on responsibilities and good practice for all staff involved with records. Provision for staff in general instructions, guidance on good practices and advice on procedures and requirements, will be dealt with records management within Council (Nzunga, 2010).

3.5 THE SIGNIFICANT OF E-ADMINISTRATION AT SDM

Government Departments are using the Internet to deliver services and SDM is no exception regarding disseminating information, and facilitating a more open dialogue between citizens and government. Internet-based applications show great potential for democratic renewal, especially with regard to reconnecting citizens to government. The Internet ideally broadens participation in the policy process, and citizens and public agencies save time and paperwork through electronic service delivery (Enyon and Dutton *in* Schwester, 2009:116).

Effective government “is a function of accepting and applying technological innovations, and as such, the notion of e-government expanded to include web-based information dissemination and service delivery applications. Some of the most fundamental developments included posting policy or regulatory information online. Soon thereafter, government forms were made available for download from municipal websites, and citizens were able to request municipal information via e-mail or electronic request forms. More recent examples of e-government progression include more interactive service delivery. Residents or proprietors can now apply for permits or licenses online. Municipal taxes, utilities, and fines can be paid online. In many instances, citizens can now report violations or submit service delivery complaints via government websites. In short, individuals are able to fulfill day-to-day needs via the Internet” (Cloete *in* Schwester, 2009: 113).

According to Section 13 of the National Archives and Records Service of South Africa Act, 1996 SDM is required to manage its records in a well-structured record keeping system, and to put the necessary policies and procedures in place to ensure that its record keeping and records

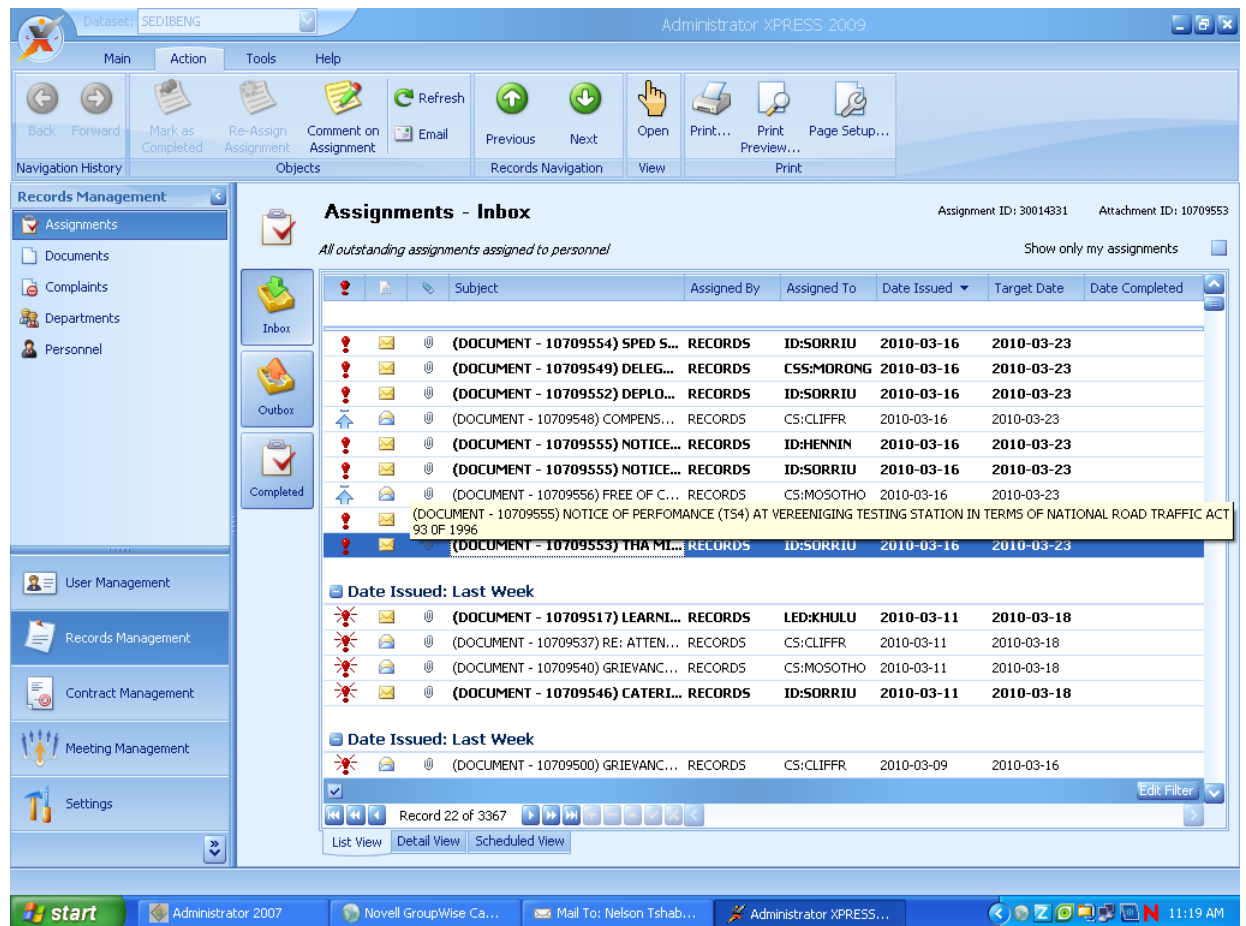
management practices comply with the requirements of the Act. As stipulated in the Act a provision of space has been made, and the SDM have recently appointed the Document Warehouse to convert all closed files into an electronic system. This will be on the Sedibeng server. A disposal authority will be requested from National Archives to dispose of all paper based documents and Sedibeng will also be provided with disks to access information for the enhancement of delivery of service (National Archives and Records Service of South Africa Act, 1996: 2). The converting of the files or documents stored in the archives and linked to the Administrative Xpress 2009 will result in:

- Less paper work which result in less money being wasted,
- Less time spent in retrieving information,
- Speedy access of information,
- Enough space for documents,
- It also enhance a speedy service to our clients, and
- Information as an important source is perfectly managed (Nzunga, 2010).

3.5.1 Challenges regarding implementation of e-administration at SDM

The SDM uses e-filing as the system to record/administrate all their files and records, including Midvaal, Emfuleni, and Lesedi local municipalities. The challenge is that although the District is utilizing e-filing system, there are some individuals (personnel) who still prefer the old way of filing resulting in procrastination of schedule. During the time of research, the SDM was implementing a system where if one is behind with work, there should be a way that the SDM employees will be aware of the outstanding work through the remedy work. As soon as the personnel login, the system shows all assignments that need attention, and those that are long overdue with blinking red-light (Figure 3.4).

Figure 3.4: The Administrator Xpress 2009



Source: Sedibeng District Municipality, 2009.

Age also plays a role at SDM as some employees have the tendency of thinking that technology is complicated and not user-friendly, while others are more keen and willing to learn. What is more interesting is that even the young employees are skeptical to make use of the system (Personal observation at SDM, 2010).

In order to utilize e-administration at SDM, all the old files and records in the archives on the basement need to be scanned and saved on CDs for future references. It will reduce the time and the facility used for storage. This will further result in effective time management with cost effectiveness (Nzungu, 2010).

3.6 CONCLUSION

At SDM there is still more to be done regarding effective utilization of e-government, specifically e-administration. The level of technology and the development of SDM website are in line with the foundational stages of e-government. However, having gone through multiple studies on e-government, “regression results indicate that e-government adoption is a function of financial, technical, and human resources” (Schwester, 2009: 113). Schwester (2009: 117), further states “holding all other factors constant, municipalities with higher operating budgets, more full-time IT staff, and technical hardware are more likely to implement a comprehensive e-government platform”. On the other hand, SDM acknowledges the fact that an appropriate budget and effective IT staff play a role in the success of e-governance. This was witnessed during the interviews where one of the senior officials complained about the work that was supposed to have been completed but the WebPages are still under development. It was resulted in delays regarding completion/ record-keeping of set projects.

Political support is a key determinant of municipal e-Government adoption as well. This underscores the importance of winning over the ‘powers that be’ (Schwester, 2009: 120). Carrizales (Schwester, 2009: 120-121) found that “if a municipal manager held a positive view of e-Government, then that municipality was more likely to have an advanced e-Government platform”. In other words, by giving people opportunity to log-in requests via internet can save time for the personnel at the SDM to deliver more effective services on timely basis.

The next chapter explores the empirical study regarding the impact of e-administration on enhanced service delivery at Sedibeng District Municipality.

CHAPTER FOUR

EMPIRICAL STUDY: THE IMPACT OF E-ADMINISTRATION ON ENHANCED SERVICE DELIVERY AT SEDIBENG DISTRICT MUNICIPALITY

4.1 INTRODUCTION

The Department of Corporate and Legal Services at Sedibeng District Municipality is responsible to develop and improve the capacity of its employees by implementing e-administration (e-filing) to advance service delivery. The implementation of e-administration is continuously monitored and the major developments in the field of e-filing have been achieved to advance the administrative procedures at SDM.

This chapter provides an overview regarding the implementation of e-administration (e-filing) at Sedibeng District Municipality, focusing on its impact on service delivery through empirical research. The qualitative and quantitative approaches were utilized to explore research methodologies. Questionnaire and interviews were utilized to obtain responses that are analyzed and interpreted.

4.2 PREPARATION FOR RESEARCH AND DESIGN

The nature of the research, data sources and the academic field in a specific study undertaken, are instrumental in selecting the appropriate research method (Brynard & Hanekom, 1997: 129). In preparation for the research and design the following were done:

4.2.1 Permission

The Sedibeng District Municipality like any government Department requires an authorization letter in order to grant permission to conduct research. Prior to the research, the researcher submitted a letter of request in order to conduct interviews with the Municipal officials. The permission was granted by Human Resource Director at SDM. The request letter was captured on the e-

filing system, with a barcode for future references. An e-form was completed and the approval was obtained. A barcode was stickled to it and the form was further scanned. The form was automatically attached with the cover letter (Appendix A).

After permission was granted, the researcher approached the Sedibeng District Municipality Archives Management to discuss the intentions of the proposed research. Interviews were conducted and questionnaires were distributed to those officials identified as a sample for the study (Appendix B).

4.2.2 Population and sample of respondents

According to Brynard & Hanekom (1997: 43; Nhlapo, 2010: 57) “population does not only refer to the population of a country but to objects, subjects, phenomena or activities which the researcher wishes to research in order to establish new knowledge”. A population is defined as the theoretical specified aggregation of study elements (Babbie, 1998: 20; Nhlapo, 2010: 57). In this study the target population was the employees and the community of the Sedibeng District Municipality. They were selected from all different Departments in the Municipality.

A sample of 28 respondents was chosen for the research. A sample is “a limited number of items or people from whom generalisation can be made about the whole number” (Line, 1982: 31).

4.2.3 Site of data collection

The managers, general workers and community members of the Sedibeng District Municipality were chosen for the research on convenience basis. The reason is that the SDM is geographically feasible to the researcher in order to approach the respondents of the study. The questionnaires were personally distributed and collected from the respondents. The researcher was available and approachable for respondents in case they need clarity on some of the questions.

4.3 RESEARCH METHODOLOGY

Research involves the application of a variety of standardised methods and techniques in pursuit of valid knowledge. The methodical dimension is concerned with the questions: How do we attain knowledge? How do we ensure that we reach our research objective or goal? The choice of the most appropriate methodology is largely determined by the epistemic ideal or goal that is set for science (Mouton, 1996: 35; Nhlapo, 2010: 58).

There are two approaches utilized in the Social Sciences viz. qualitative and quantitative, discussed in the next section.

4.3.1 A Quantitative Approach

The quantitative approach is “that approach to research in the social science that is more highly formalised as well as more explicitly, controlled with a range that is more exactly defined and which, in terms of method used” (Leedy, 1993: 139). It is grounded in the assumption that features of the social environment constitute an independent reality and are relatively constant across time and setting. Quantitative approach is often concerned with finding evidence to either support or contradicts an idea or hypothesis one might have. The researcher develops knowledge by collecting numerical data on observable behaviours of samples and then subjecting these data to numerical analysis (Struwig & Stead, 2001: 19).

4.3.2 A Qualitative Approach

This study is an exploratory qualitative research because the researcher is seeking the opinions from the respondents. Machobane (2009: 129) cited the purpose of this exploratory research as “to seek out new insights, ask questions, and assess phenomena in a different perspective. Similarly, one advantage of qualitative methods in exploratory research is the use of open-ended questions and probing gives participants the opportunity to respond in their own words, rather than forcing them to choose from fixed responses, as quantitative methods do. This is the case of the present study”.

The qualitative research strategy differs inherently from the quantitative research design in that it does not usually provide the researcher with a step-by-step plan or a fixed recipe to follow. In quantitative research the design determines the researcher's choice and action, while in qualitative research the researcher's choice and action will determine the design or strategy. Put more simply, qualitative researcher will, during the research process, create research project around the strategy selected (De Vos *et al.*, 2002: 272; Skosana, 2010: 66-67).

The research is aimed to gather an in-depth understanding of the implementation of e-administration and the strategies implemented to achieve the objectives of e-administration at SDM. Qualitative research assisted the researcher to yield insights regarding the implementation of other programmes in support of e-administration.

This study accepts the realization that the use of a qualitative approach is considered more appropriate (*in Machobane, 2008: 126*). In addition, Gilmore and Carson (*in Machobane, 2008: 126*) pointed out that qualitative research methods are well suited for the nature of service industry.

Human resource is an imperative tool for any organization's success. It enhances the productivity, efficiency, effectiveness of the organization with improved service delivery. The study is aimed at investigating whether human resource development strategies are implemented with regards to e-administration within the Sedibeng District Municipality. The employees of the Sedibeng District Municipality needs to be well trained to implement e-administration on absolute basis for improved service delivery to communities and access to Municipality's information on 24/7 basis.

4.4 DATA COLLECTION

For the purpose of this research information was obtained through the use of questionnaires that were distributed to the respondents at SDM. Interviews were also conducted in order to obtain comprehensive understanding related to the area of investigation.

4.4.1 Sampling

Sampling is choosing which subjects to measure in a research project. Usually the subjects are people, but subjects could also be organizations, cities, even nations. Measurement is typically accomplished through survey instruments, but could also be by observation, archival record, or other methods. Regardless, sampling will determine how much and how well the researcher may generalize his or her findings (Garson, 2009). Sampling methods are usually divided into two types, probability sampling and non-probability sampling. A probability sampling is one “in which every unit in the population has a chance (greater than zero) of being selected in the sample, and this probability can be accurately determined. The combination of these traits makes it possible to produce unbiased estimates of population totals, by weighting sampled units according to their probability of selection” (Wikipedia, 2010). A non-probability sampling is “a sample of units where the selected units in the sample have an unknown probability of being selected and where some units of the target population may even have no chance at all of being in the sample” (Organization for Economic Co-operation and Development [OECD], 2005).

The research utilized convenience sampling that is a form of non-probability sampling. Convenience sampling “consists of participants who are selected because they are available” (Fink, 2005; 84-85) and can be approached with effortlessness. The research was targeted at the Sedibeng District Municipality. The following people were interviewed:

- Managers to determine the impact of e-administration for enhanced service delivery at the municipal level.
- Employees (front-line officials) with regard to their recommendations or inputs to improve the implementation of e-administration for enhanced service delivery.
- Community members to observe their perception and opinion on service delivery in the Municipality.

The respondents were approached at a personal level and responses were collected personally by the researcher.

4.4.2 Research Techniques

In this research the research techniques for gathering information included a combination of semi-structured interviews, literature review and questionnaires. These techniques assisted the researcher to obtain the significant magnitude of opinions and perspectives from respondents with various dimensions of understanding regarding the concept e-administration.

4.4.2.1 Literature Review

A literature review is a “critical analysis of a segment of a published body of knowledge through summary, classification, and comparison of prior research studies, reviews of literature, and theoretical articles” (Duke University, 2010).

In order to obtain the information regarding the implementation of e-administration and its impact on service delivery, a theoretical study of literature was done. The facts, data and relevant information was extracted and sourced from adequate legislation, newspaper articles, SDM webpage, SDM annual reports, SDM IDP documents, reports of Records Management Policy at SDM, internet websites, journals and books.

4.4.2.2 Interviews

An interview yields rich insights into people’s experiences, opinions, aspiration, attitudes and feelings. Social researchers need to understand the dynamics of interviewing sharpen their own use of method and understand the different methods of conducting interviews and analysing the data (May, 1997: 109). Interviews can either be formal (or structured) or informal (un-structured). Structured interviews are “interviews that use multiple mechanisms (or elements) to help make the interview job-related and systematic. The elements of a structured interview include: base questions on job analysis (ensures fairness and impartiality); ask effective questions (evokes responses that help you make the decision); ask each candidate the

same questions (ensures fairness and impartiality); use detailed rating scales (helps quantify subjective data); and take notes (memory can be short and provides paper trail for defending selection if needed)” (obtained from Kim, 2010). Unstructured interviews “are flexible. The characteristics are: they have few restrictions; if preplanned questions are asked, they are altered to suit the situation and subjects; subjects are encouraged to express their thoughts freely; and only a few questions are asked to direct their answers” (Key, 2002).

The research utilized semi-structured interviews in order to obtain relevant information. Semi-structured interviews “are conducted with a fairly open framework which allow for focused, conversational, two-way communication. They can be used both to give and receive information” (Food and Agriculture Organization of the United Nations [FAO] Corporate Document Repository, 2010). Semi-structured interviews allows new questions to be brought up during the interview and explore themes relevant to the study. The semi-structured interviews deal with a dimension of greater or less structure (Robson, 1997; 237). The people for the study were interviewed from the different units at the SDM: Human Resources, Information Technology, and Corporate and Legal Services. The target respondents were selected for the purpose of this research due to their expertise and knowledge regarding the field of investigation. They are responsible for different departments and ensure that all the employees are trained on e-administration (e-filing).

4.4.3 Questionnaires

Adams and Schvaneveldt (*in* Machobane, 2008: 137) define a questionnaire as a list or grouping of written questions which a respondent answers. A questionnaire is a means of eliciting the feelings, beliefs, experiences, perceptions, or attitudes of some sample of individuals. As a data collecting instrument, it could be structured or unstructured. The questionnaire is most frequently a very concise, preplanned set of questions designed to yield specific information to meet a particular need for research information about a pertinent topic. The research information is attained from respondents normally from a related interest area. The “dictionary definition gives a clearer

definition: A questionnaire is a written or printed form used in gathering information on some subject or subjects consisting of a list of questions to be submitted to one or more persons” (Key, 2002). For the purpose of this research a written questionnaire was distributed amongst the selected individuals and collected personally by the researcher.

4.4.3.1 Design of Questionnaire

Questionnaires, while useful for gathering information from large numbers of respondents, are marked by methodological problems. The wording of questions must be clear to the uneducated or uninterested as well as to the sophisticated respondents. Topics that incite resistance must be presented in a way that yields a complete and balanced response while keeping the interviewee engaged with the questions. Questions must be posed in a way that does not influence the response (Wikipedia, 2009).

4.4.3.2 Structure of Questionnaire

According to Machobane (2008: 138), “most researchers found it difficult to design a reliable and suitable questionnaire to gather information from the sample population”. There are a number of additional guidelines which should be followed during the construction of the questionnaire: the questionnaire should be as short, concise, clear and unambiguous; double-barreled should be avoided; the order of questions on the questionnaire should be arranged from simple to more difficult; terms and words that are not generally known should be avoided or clarified; and because participation in the research is usually voluntary, respondent’s time should not be wasted (Machobane, 2008: 138).

For the purpose of this research different questionnaires were formulated for different category of respondents: managers, employees, and community members.

4.4.3.3 Administration of Questionnaire

According to De Vos *et al.* (2002: 174; Skosana, 2010: 80), the respondent who are in a group complete a questionnaire or questionnaires on their own. Preferably, each respondent should receive the same stimulus and complete his own questionnaire without discussing with the other members of the group. Sometimes the fieldworker conduct a discussion with the whole group and then, after the discussion, completes the questionnaire himself according to the indications of the group, or lets one of the group members complete it for the whole group. The latter method must be reserved for exceptional situations, since it is possible that a highly verbal member of the group views himself as spokesman for the group and expresses option that may not reflect those of the group. This can cause obvious bias.

In this research self-administered questionnaires were utilized to obtain relevant information regarding the implementation of e-administration and its impact on service delivery at the SDM. Questionnaires were disseminated to the selected respondents and personally collected back for compilation and analysis of responses. The researcher was approachable in case respondents have any queries or need clarity on any of the questions, for instance, the Archive Manager needed clarity on one of the questions, and the researcher was available to assist and clarify the concern.

4.5 ETHICAL ISSUES

The researcher must guard against deceiving the participants about the true purpose of the study, embarrassing or causing emotional turmoil by reminding the participant of his or her unpleasant experience. Ethical issues like confidentiality, consent for the use of any device (e.g. tape recorder) need to be negotiated with the participants. It is also important to share findings with the participants (Wikipedia, 2009). The researcher was calm and explains to them nicely and treated participants with dignity and respect. The researcher also provided clarity on questions in order for participants to fill the questionnaire with appropriate responses. The participants sacrifice their time

to take part in the research therefore ethical issues like confidentiality, truth and honesty should be ensured (Mmapulana, 2010: 81).

4.6 ANALYSIS AND INTERPRETATION OF DATA

The responses were analyzed and interpreted to obtain the comprehensive information regarding the impact of e-administration for enhanced service delivery at the Sedibeng District Municipality.

The personnel were chosen at convenience basis at SDM based on their level of expertise in the field of e-administration. The community members of the SDM were asked questions as they are the end users of the services provided by the municipality. The employees of the SDM were requested to participate and be cooperative in assisting the researcher with significant information and suggestions for improvement. The respondents were not forced to participate in the research. Some respondents were eager to participate voluntarily, while others were approached by the researcher.

4.6.1 Section A: Demographic Information

Demographic are used as characteristics of a human population which commonly includes sex, race, age, income, and disabilities mobility (in terms of travel time to work or number of vehicles available), educational attainment, home ownership, employment status, and even location disabilities which are used in the market and economic research ((Free Encyclopedia, 2010). The demographic information of the target population for the research is as follows:

Table 4.1: Gender of Respondents

Respondents	Male	Female	Total
Management	1	2	3
Employees	4	11	15
Community Members	4	6	10
TOTAL	9	19	28

Figure 4.1: Gender of respondents

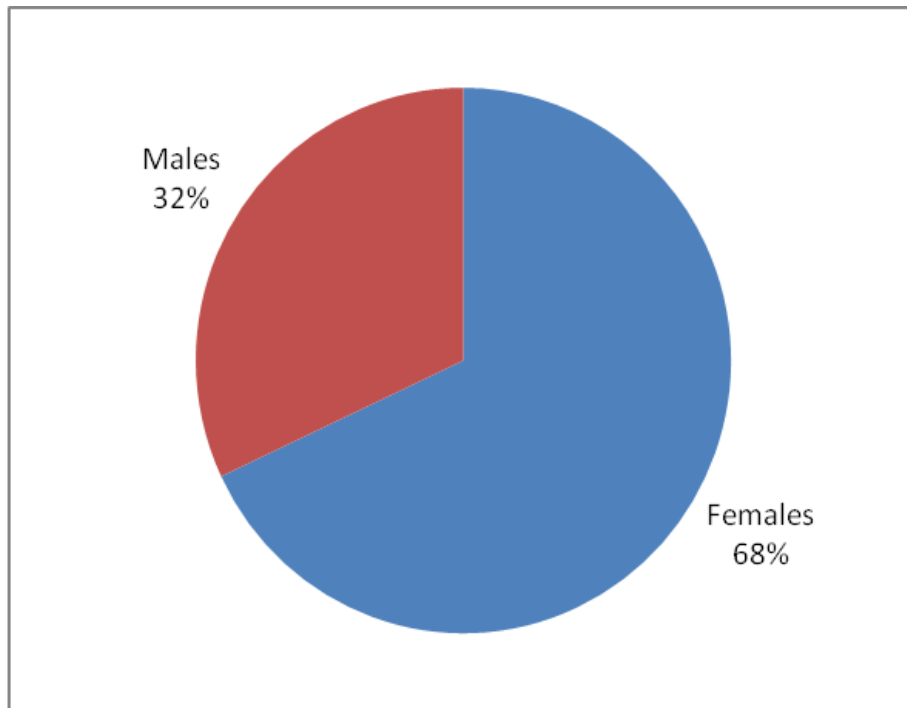
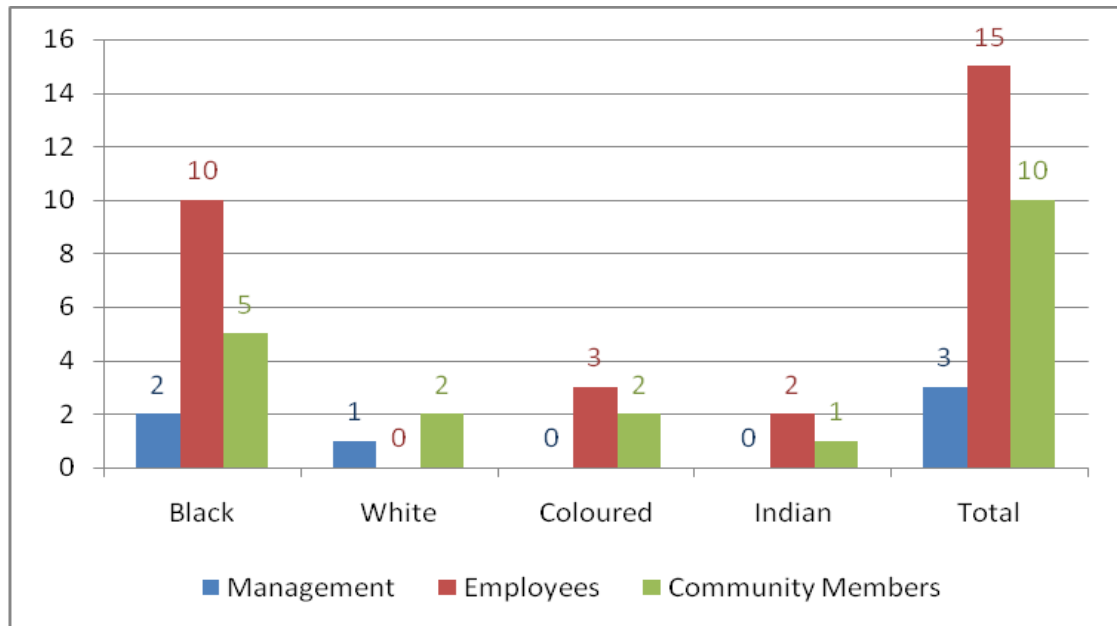


Table 4.1 illustrates the distribution of gender in different categories viz. management, employees and community members. Figure 4.1 further indicates that 68% of the respondents at the SDM are females, while 32% of the respondents at the SDM are males. The difference in percentage is an indication that Sedibeng District Municipality is female dominated and female are more actively participant in the research. It further shows that the SDM is implementing the Employment Equity Act to provide equal opportunities to women for their professional upliftment.

Table 4.2: Race of Respondents

Respondents	Black	White	Coloured	Indian	Total
Management	2	1	0	0	3
Employees	10	0	3	2	15
Community Members	5	2	2	1	10
TOTAL	17	3	5	3	28

Figure 4.2: Race of respondents



The table 4.2 shows the race distribution of respondents at different levels. Figure 4.2 illustrates the difference in race stating the majority of personnel at SDM are Africans (17%), the White employees and Indian employees, both are 3%, while Coloured are 5%. The reason for lower percentages is the fact that not all the employees at SDM were available for questions due to other commitments which are work related. On the other hand, in terms of the Constitution, every institution, private or public, needs to follow the Employment Equity Act. At SDM the dominating race is Black that shows that the SDM is offering opportunities to the historically disadvantaged group.

The community members at SDM who voluntarily participated in the research were Blacks. It shows that the historically disadvantaged respondents are willing to learn the digital means of community participation and hence offered their contribution in order to enhance the delivery of services in the municipality as a whole.

Table 4.3: Economic Status

Respondents	Employed	Unemployed	Student	Self-employed
Management	2	0	0	0
Employees	15	0	0	0
Community Members	0	1	7	1
TOTAL	17	1	7	1

Figure 4.3: Economic status

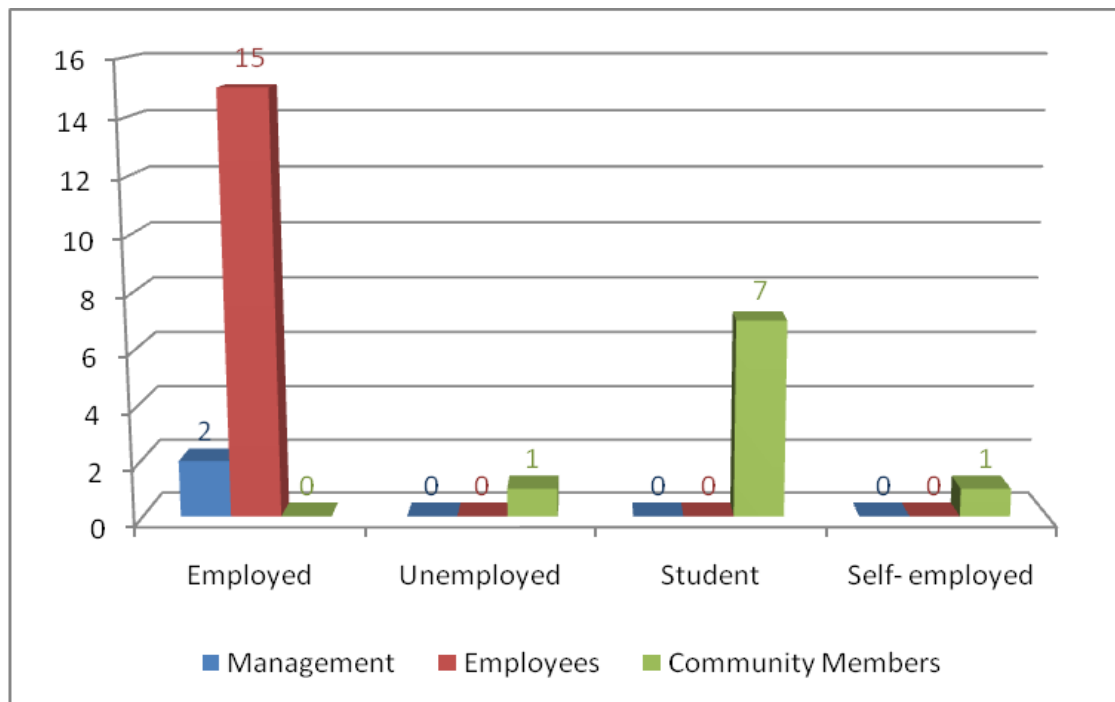


Table 4.3 explores the economic status of the respondents at different levels. Figure 4.3 illustrates a huge difference between the economic status of the respondents. Respondents at SDM (management and employees) are employed on permanent basis, students are 93% unemployed, and the community members are 99% self-employed (as no job opportunities are available at the municipal level). It shows that the SDM needs to improve on the job opportunities for students and communities members to improve the social and economic standards of their living.

4.6.2 Section B: Questionnaire to the community

The questionnaire was distributed to the community members in order to obtain responses regarding their understanding on e-administration at the SDM. The following questions were asked and the responses were analyzed.

4.6.2.1 Do you have any understanding regarding e-administration?

Figure 4.4: Do you have any understanding regarding e-administration?

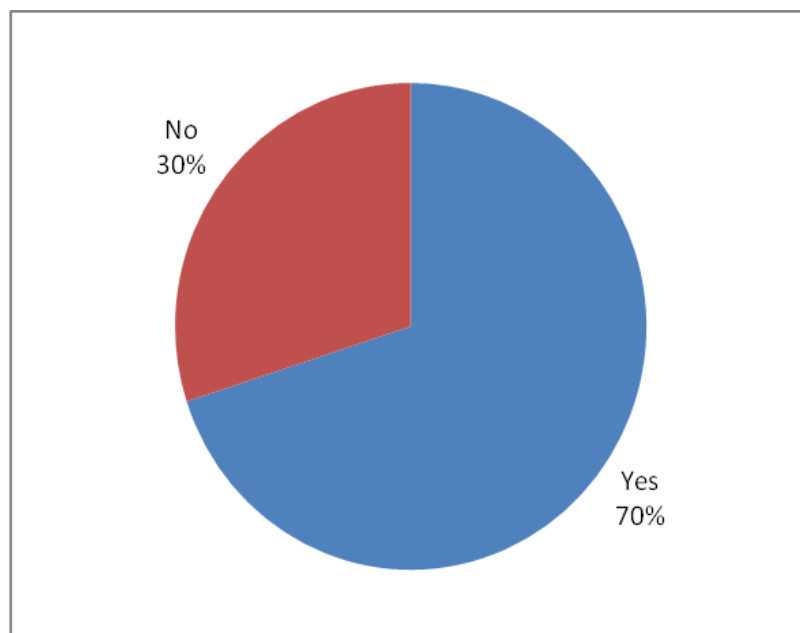


Figure 4.4 explores that respondents (70%) stated as 'YES' to the question agreeing the fact that they do have understanding regarding e-administration. Respondents (30%) stated as 'NO' as they have never heard of e-administration and stated that they are not familiar with this word e-administration. The SDM needs to organize training and facilitation sessions for community members in order to aware them regarding the concept and implementation of e-administration. It will further assist the community members to utilize the digital means of communication for improved levels of services in the municipality.

4.6.2.2 Do you think e-administration makes service delivery more effective and efficient?

Figure 4.5: Do you think e-administration makes service delivery more effective and efficient?

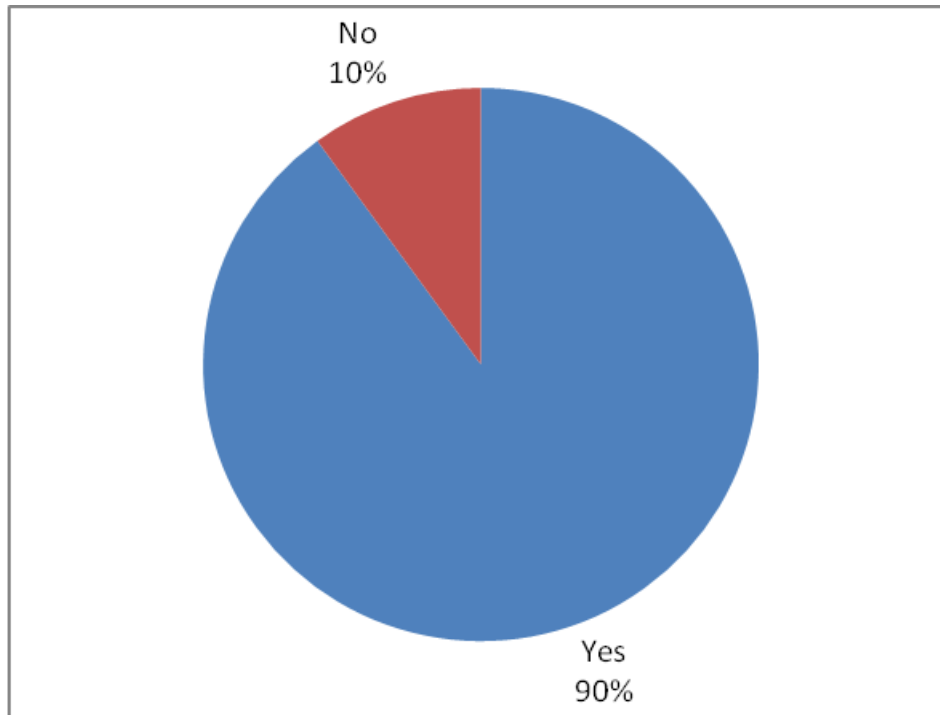


Figure 4.5 reveals that respondents (90%) are of the opinion that e-administration makes service delivery more effective and effective. Respondents (10%) do not believe that e-administration will help speed up service delivery. The SDM needs to aware and empower community members in order for them to understand the significance and implementation of e-administration for effective delivery of services.

4.6.2.3 How would you rate the quality of service delivery by SDM to the community?

Figure 4.6: How would you rate the quality of service delivery by SDM to the community?

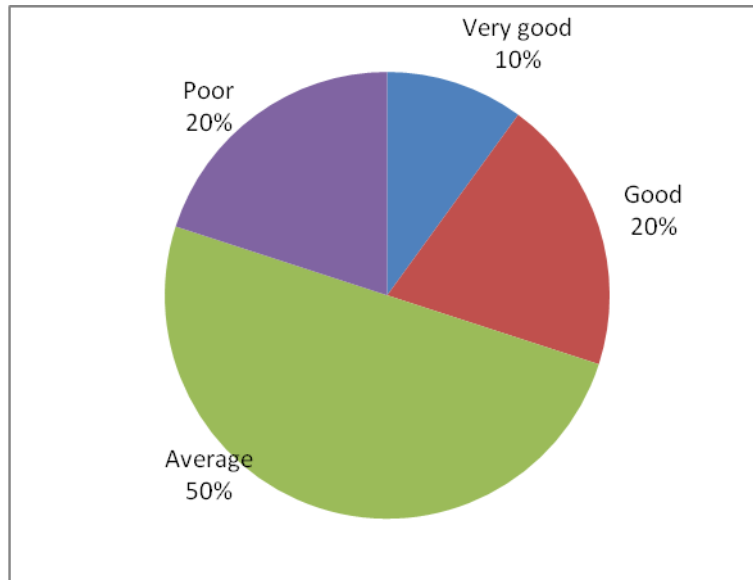


Figure 4.6 explores the fact that respondents (10%) rate the level of service delivery at SDM as 'VERY GOOD', respondents (20%) rated as 'GOOD', respondents (50%) rated the level of service delivery as 'AVERAGE' and respondents (20%) rated as 'POOR'. The SDM needs to identify and strategize the areas of development, and improvement plans must be reviewed in order to enhance the standards of service delivery in the municipality.

4.6.2.4 4.6.2.4 Does the municipality offers consultation sessions with community members regarding service delivery issues?

Figure 4.7: Does the municipality offers consultation sessions with community members regarding service delivery issues?

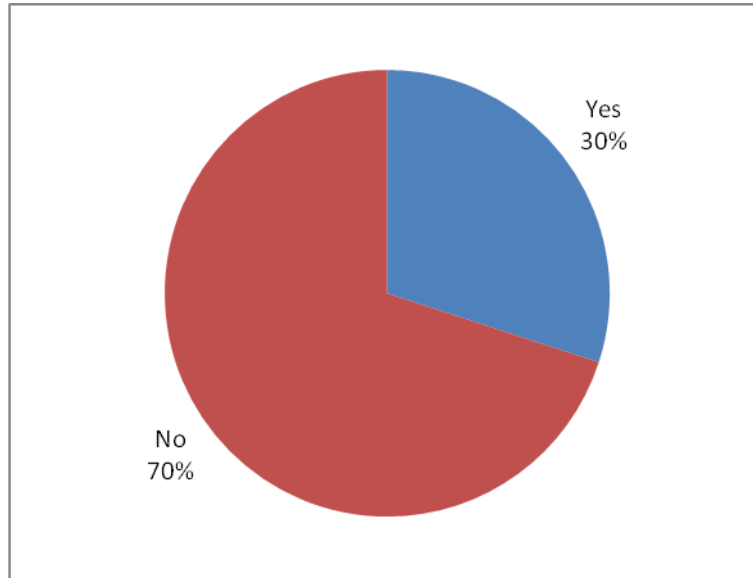


Figure 4.7 reveals that respondents (70%) stated as 'NO' to the concern regarding consultation sessions for enhanced service delivery at SDM. Respondents (30%) stated as 'YES' agreeing to the fact that there are consultation sessions organized by the municipality concerning service delivery needs. The SDM needs to advertise through notices regarding the public participation and consultation sessions for the community members. Through these sessions, the community members will be able to participate and provide their point of views regarding improved standards of service delivery in the municipality.

4.6.2.5 Does SDM have any representation forum, to enhance communication with the community members?

Figure 4.8: Does SDM have any representation forum, to enhance communication with the community members?

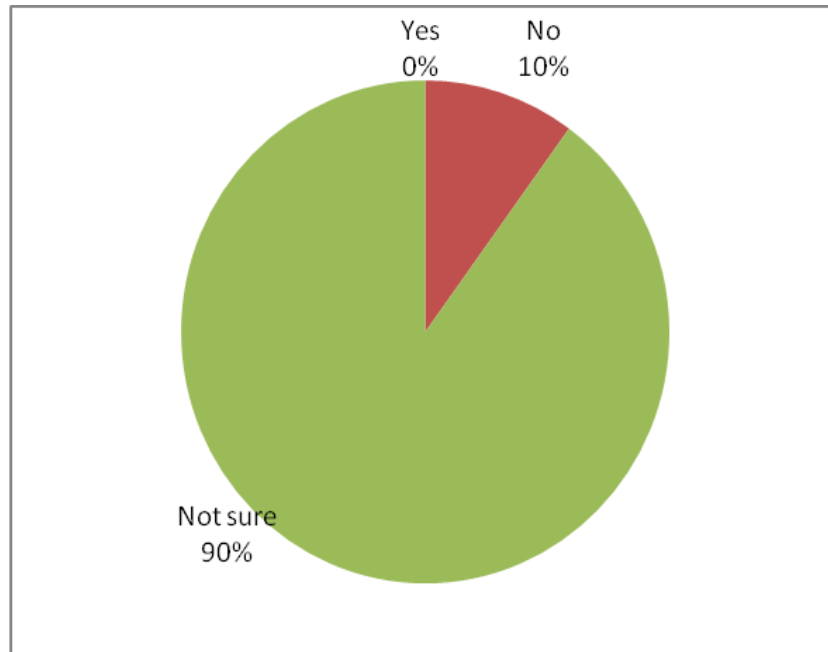


Figure 4.8 reveals the fact that respondents (90%) are 'NOT SURE' whether there is any representation forum at the SDM responsible of consulting all the stakeholders regarding service delivery challenges. Respondents (10%) stated as 'NO' and agreed to the fact that there is no representation forum at the SDM that is responsible for consultation with local civil society or private stakeholders. The SDM needs to establish an Integrated Development Planning Representation Forum for consultation with all the relevant stakeholders.

4.6.2.6 Does SDM provide information to the community on service delivery issues?

Figure 4.9: Does SDM provide information to the community on service delivery issues?

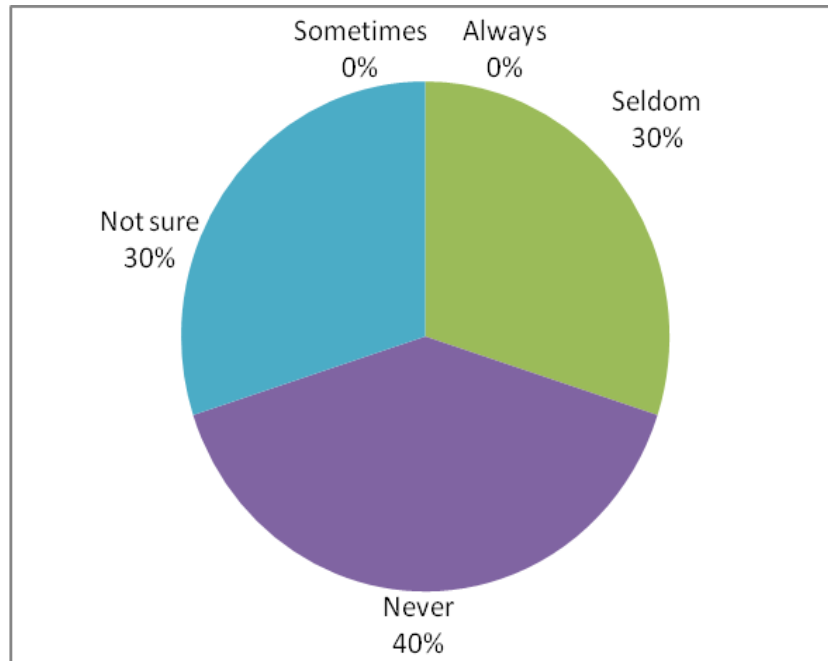


Figure 4.9 explores the fact that respondents (40%) stated as 'NEVER' to the question and agreed to the concern that SDM does not provide information regarding service delivery issues to the community members. Respondents (30%) are 'NOT SURE' and respondents (30%) stated as 'SELDOM' as a response to the question. The SDM needs to improve on the communication channels between the municipality and the community members. The community members have a right to obtain information that affects their standard of living. Furthermore, the SDM needs to provide timely and relevant information to the community members in order to establish transparency and openness to the system.

4.6.2.7 Provide your views regarding the levels of services delivered by the SDM.

- It was an open-ended question. Respondents suggested that the SDM can be able to provide effective quality of services to the community only if the following are considered:
- The SDM policies and programmes are strategically planned;
- The communication means (digital) are user- friendly;
- The SDM organize training sessions to create awareness regarding e-administration before it is implemented;
- The SDM organize facilitation sessions to educate people regarding the use of e-administration and how it is going to make service delivery more effective and efficient; and
- The SDM organize consultation sessions to empower community members regarding the updated policies and programmes that can improve the quality of services in the municipality.

4.6.3 Section C: Questionnaire to employees

The questions were asked to employees regarding the implementation level of e-administration at the SDM.

4.6.3.1 Does the SDM have any training programmes for its employees?

All the respondents (100%) stated as 'YES' to the question. Respondents agreed to the fact that the SDM does have a training programme for its employees in order to assist employees to deliver services in a manner that is acceptable to the community.

4.6.3.2 If yes, how often is the training offered?

Figure 4.10: If yes, how often is the training offered?

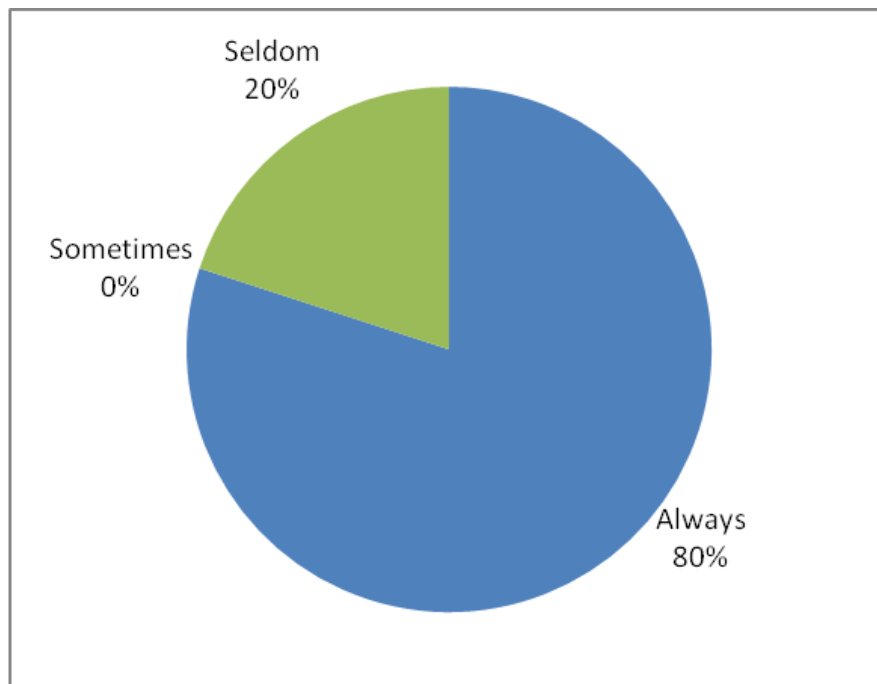


Figure 4.10 illustrates the fact that respondents (80%) said 'ALWAYS' and respondents (20%) said 'SELDOM' as a response to the question. The SDM needs to inform employees regarding the training opportunities available at the SDM. Furthermore, the employees despite their work-load must be encouraged to attend the training programmes.

4.6.3.3 Is the training offered relevant to your portfolios?

All the respondents (100%) responded as 'YES' and agreed to the question that the training offered is relevant to their job demands. The training relevant to the job responsibilities can improve the expertise of employees in their field of responsibilities. This can further assist them to provide effective and efficient services to the community in the SDM.

4.6.3.4 Who offers the training to you?

Figure 4.11: Who offers the training to you?

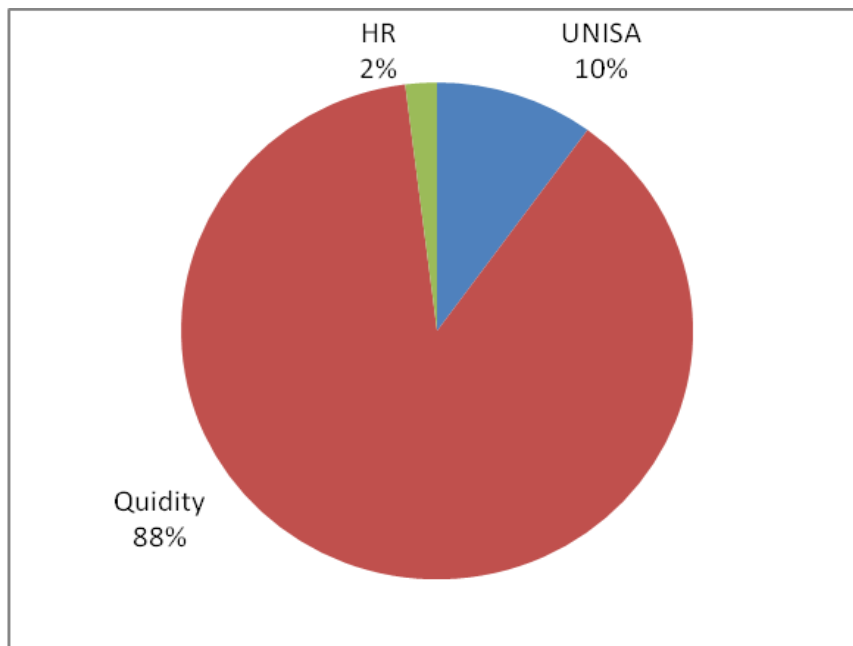


Figure 4.11 explores the fact that there are different service providers to organize training sessions at the SDM. Training at SDM is offered by different institutions. Based on respondents' answers, it is noted that Quidity is offering 88% of the total training sessions as the main programmer of the e-filing/e-administration at the SDM. The University of South Africa (UNISA) provides 10% of the training sessions, while the HR at SDM organize only 2% of the training sessions. The SDM is managing well with the external service providers as they are expert in the field of e-administration.

4.6.3.5 Does the training able to enhance your expertise on e-administration?

All the respondents (100%) agreed to the statement that the training offered helps them to understand the concept and implementation of e-administration. The training assists employees to improve and enhance their areas of expertise. Furthermore training assists employees to understand the significance of Integrated Development Planning in order for them to identify and strategize the expectations and needs of the communities that need attention.

4.6.3.6 Do you have any support form the senior management for enhancing your expertise on e-administration?

It was an open-ended question. Respondents (100%) stated 'YES' to the question. Respondents informed that senior managers provide employees with training opportunities regarding e-administration. The challenges are related to the lack of expertise and understanding regarding the e-administration and its utility for service delivery development plans. The senior managers expect the employees to attend training sessions for improvement.

4.6.4 Section D: Questionnaire to managers

The researcher approached the Human Resource Manager, Acting Assistant Manager to the HR Manager, and the IT Manager at the SDM. These managers are responsible to conduct scientific research, provide development, implementation and maintenance of personnel activities/systems in order to promote quality service to the stakeholders within and outside the SDM.

4.6.4.1 What are the main strategic priorities of your department? Please give top five in order of preference?

It was an open-ended question and the following responses were received:

- ensure a healthy and safe working environment.
- ensure team-building interventions, organizational review and structure to align strategic changes.
- ensure harmonized labour relations.
- accelerate Batho Pele Programmes for service delivery.
- implementation of performance management to enhance productivity.

The responses reveal the fact that the managers at the SDM are concerned regarding the productivity of the municipality maintaining the interests of the employees. It shows that there is a healthy relationship between the

management and employees and both parties are working in a cooperative manner to achieve the goals of the SDM.

4.6.4.2 Does SDM have the necessary resources to training employees based on the use of computers?

All the respondents (100%) stated as 'YES' to the question and agreed that the SDM have the necessary resources to train its employees based on the use of computers. The SDM is utilizing the services of external training facilitators to train employees regarding the use of computers with available resources at the SDM.

4.6.4.3 As the HR Manager how do you ensure that the rightful personnel with the required skills, experience and qualifications are employed by SDM in order to speed up service delivery?

It was an open-ended question. Respondents stated that the SDM ensures that the rightful personnel with the required skills, experience and qualifications are employed by SDM in order to speed up service delivery. It can be achieved by implementing and corresponding the inputs and outputs of the process. The results can further be effectively achieved through trained personnel in the field of e-administration.

4.7 CONCLUSION

The chapter explored the fact that in every organization, the Human Resource plays a critical role in expanding productivity with enhanced efficiency. In order to achieve the goals, the HR needs to appoint and train employees in their respective fields of expertise. The chapter focused on the impact of e-administration for enhanced service delivery at SDM. It is the responsibility of the HR Unit in collaboration with the IT Unit of the SDM to offer adequate training programmes in order to train personnel in the field of e-administration for efficient delivery of services to community members.

The responses from the empirical study furthermore supported the notion that appropriate training is required for enhancement of skills in the field of e-

administration. The training assists employees to better their profile at individual level and provide expected standards of service to community at the professional level.

The next chapter provides summary of the research, offers valuable recommendations for improvement, and leaves the scope for further research in the field of e-administration.

CHAPTER FIVE

FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

This chapter outlines the summary and objectives realized in the study. The aim of the study was achieved through the analysis and interpretation of data collected through distribution of questionnaire. The chapter explores findings and provides recommendations to improve the challenges regarding e-administration in SDM.

5.2 SUMMARY

Chapter one dealt with orientation and problem statement regarding implementation of e-administration for improved service delivery at SDM. While Sedibeng District Municipality Website (2009) states that “the e-government will be implemented, even the Sedibeng District Municipality’s web side has outdated information. Other pages are still on development viz. visitors, business and residents. There is not much information on the clusters regarding their plans”. Compared to the City of Johannesburg in terms of the implementation of e-government, there is still much to be done by the Sedibeng District Municipality to ensure that community enjoys the efficient and effectiveness of e-administration and e-services.

Chapter two provided a theoretical overview of concepts e-administration and service delivery. The present context of local government in South Africa is developmental, democratic, decentralized and demarcated as Category A, B and C municipalities. For effective rendering of services at grass-roots level, the Government has introduced and implemented electronic-Government that is a digital means of government. E-government, therefore, “is an innovation to perform responsibilities through technological means. Definitions of e-government range from “the use of information technology to free movement of information to overcome the physical bounds of traditional paper and physical based systems’ to ‘the use of technology to enhance the access to

and delivery of government services to benefit citizens, business partners and employees” (www.apc.org).

Chapter three examined the level of implementation of e-administration at Sedibeng district Municipality. According to the SDM Annual Report (2007/2008, 2009: 47) the Sedibeng District Municipality intends achieving the following: to develop an ICT Connectivity Master Plan drawing on experiences of other cities in South Africa and elsewhere; to review the implementation of CCTV cameras in Emfuleni to establish how it improve the service as well as how to leverage the provision of other services from the fiber optic cable already installed; to explore providing a centralised call centre service for all municipal services; to improve the best practice model so that clients are better served and staff are more productive; to undertake a change management process and increase training and capacity building to improve the staff morale, capacity and productivity; and to enable the effective and efficient service delivery at Sedibeng District Municipality. The Connectivity Forum has been established and cooperation continues with the Provincial Blinked project. Efforts are being made to improve e-governance, by starting with website development and rolling out online services at the levels of locals such as purchase of electricity online and access to information online (such as access to key documents, the recent events and updated information to keep the society informed as is one of the Batho Pele principles). Some of the pages are still under development (SDM Annual Report, 2007/2008, 2009: 47).

Chapter four focused on the empirical study and provides an overview regarding the implementation of e-administration (e-filing) at Sedibeng District Municipality, focusing on its impact on service delivery through empirical research. The qualitative and quantitative approaches were utilized to explore research methodologies. Questionnaire and interviews were utilized to obtain responses that are analyzed and interpreted.

5.3 FINDINGS

Through empirical research the following findings were identified:

- 68% of the respondents at the SDM are females. Female are more active participant in the research (Figure 4.1).
- At SDM the dominating race is Black that shows that the SDM is offering opportunities to the historically disadvantaged group (Figure 4.2).
- There is a huge difference between the economic status of the respondents. Figure 4.3 shows that the SDM needs to improve on the job opportunities for students and community members to improve the social and economic standards of their living (Figure 4.3).
- 30% respondents never heard of e-administration. It is an indication that the SDM needs to organise training and facilitation sessions for community members regarding and of e-administration (Figure 4.4).
- 10% of the respondents do not believe that e-administration will help speed up service delivery. It is an indication that the SDM needs to aware and empower community members in order for them to understand the significance and implementation of e-administration for effective delivery of services (Figure 4.5).
- Only 10% respondents rated the level of service delivery at SDM as 'very good'. It is an indication that the SDM needs to identify and strategize the areas of development, and improvement plans must be reviewed in order to enhance the standards of service delivery in the municipality (Figure 4.6).
- Majority of respondents stated 'no' to the concern regarding consultation sessions for enhanced service delivery at SDM. It is an indication that the SDM needs to advertise through notices regarding the public participation and consultation sessions for the community members (Figure 4.7).
- Majority of respondents are not sure whether there is any representation forum at the SDM responsible for consulting all the stakeholders regarding service delivery challenges. It is an indication that the SDM needs to

establish an Integrated Development Planning Representation Forum for consultation with all the relevant stakeholders (Figure 4.8).

- Majority of respondents are concerned that SDM does not provide information regarding service delivery issues to the community members. It is an indication that the SDM needs to improve on the communication channels between the municipality and the community members (Figure 4.9).
- Respondents (100%) agreed to the fact that the SDM does have a training programme for its employees in order to assist them to deliver services in a manner that is acceptable to the community.
- Some of the respondents stated that the training is seldom offered at the SDM. It is an indication that the SDM needs to inform employees regarding the training opportunities available at the SDM (Figure 4.10).
- Respondents (100%) agreed to the fact that the training offered is relevant to the job demands at the SDM (Figure 4.11).
- There are different service providers to organize training sessions at the SDM (Figure 4.12).
- Respondents (100%) agreed to the fact that the training offered helps them to understand the concept and implementation of e-administration the SDM.
- Respondents (100%) agreed to the fact that the SDM have the necessary resources to train its employees based on the use of computers.

5.4 REALIZATION OF THE OBJECTIVES OF THE STUDY

The first objective was to give a theoretical exposition of the concepts e-administration and service delivery. Chapter two supported the fact that “as the public service gears itself for the electronic government mode of service delivery, the need for a different breed of information security in the public service becomes imperative. This is as a result of possibilities of integrated

government services that will rely heavily on the information security of each and every component of the electronic government value chain” (RSA Government Gazette, 2002: 5).

The second objective was to provide an overview of the extent of e-administration implementation at SDM. Chapter three supported that at SDM there is still more to be done regarding effective utilization of e-government, specifically e-administration. The level of technology and the development of SDM website are in line with the foundational stages of e-government. However, having gone through multiple studies on e-government, regression results indicate that e-government adoption is a function of financial, technical, and human resources” (Schwester, 2009: 113). On the other hand, SDM acknowledges the fact that an appropriate budget and effective IT staff play a role in the success of e-governance. This was witnessed during the interviews where one of the senior officials complained about the work that was supposed to have been completed but the WebPages are still under development. It has resulted in delays regarding completion/ record-keeping of set projects.

The third objective was to investigate the impact of e-administration on service delivery at SDM. In Chapter four the empirical research was utilized to obtain responses from the target population (the employees and the community of the Sedibeng District Municipality). They were selected from all different Departments in the Municipality. A sample of 28 respondents was chosen for the research. The responses were analyzed and interpreted to gain insight regarding the said objective.

5.5 TESTING THE HYPOTHESIS

The study was aimed at testing the central statement stipulated in chapter one:

Lack of effective implementation of e-administration may lead to inefficient service delivery at Sedibeng District Municipality.

The findings from the literature review and the empirical research support the central statement. Findings indicate that the SDM is aware regarding the significance of e-administration. The employees at the SDM are therefore receiving training from external service providers to enhance their expertise in the field of e-administration. The SDM needs to be aware and empower community members to understand the utility of e-administration for fast and convenient delivery of services. The SDM needs to invest in human resources to advance the service delivery through appointment of skilled and expert personnel. The adequate implementation of e-administration at the SDM level and the appropriate e-participation by the community members are the foundation blocks of improved and enhanced service delivery.

5.6 RECOMMENDATIONS

The following recommendations are offered for improvement:

- SDM needs to appoint personnel advanced in technology.
- SDM needs to organize training sessions to enhance technological skills of existing employees on continuous basis.
- SDM needs to organize public participation forums for community members regarding the significance and utility of e-administration for improved service delivery.
- SDM needs to organize training sessions for community members to empower them with the technological means of participation.
- SDM needs to improve its website for the community members to log-in their requests.
- SDM needs to establish one-stop centres for the community members to utilize the e-administration. This is an imperative step as not all community members have access to computers and internet at home.
- SDM needs to deploy facilitators to train community members regarding the procedures of e-administration in their local language(s).

- SDM needs to improve on e-infrastructure in the form of establishment of kiosks in rural areas. This will assist geographically scattered community members to approach the municipal officials with ease.

5.7 SUGGESTION FOR FURTHER RESEARCH

It is recommended to further explore the concept of e-administration to combat bureaucracy and enhance transparency in the government processes in general and at the grass-roots level in particular.

5.8 CONCLUSION

The research explored the impact of e-administration on service delivery at SDM. The research explores the findings and offers valuable recommendations to improve the challenges regarding e-administration at SDM. The research suggests a way forward in the form of suggested area of further research in the field of e-government and e-administration at an advanced level.

It is proven that most municipalities that have advanced or have successfully implemented e-government whether is local or international their level of service delivery has improved. The researcher explores how service delivery will be, if it is effectively implemented from the first stage up to the last stage of e-government. Although the SDM has progressed with e-government as explored in chapter three (3), it is the duty of municipality to ensure that its employees makes the implementation of e-administration a success by fully participating and understanding the objectives of e-government and align them with that of the municipality.

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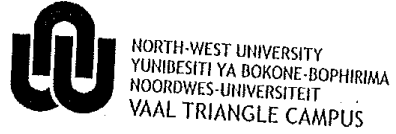
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APPENDIX A

PERMISSION TO CONDUCT RESEARCH



24 February 2010

The HR Manager
Sedibeng District Municipality

Re: permission to conduct research at the SDM

Dear Sir,

This is to confirm that Ernest Oupa Kwaledi (20129076) is a registered student at the North-West University (Vaal Triangle campus). He enrolled at the University in 2005 as a BA student (Public Management and Administration). Presently he is engaged in conducting research in order to complete his Masters Degree on the topic "Implementation of e-Administration for enhanced service delivery at Sedibeng District Municipality".

The authorisation is required to conduct research on the above-mentioned title.

Thank you

Yours truly

Ernest Oupa Kwaledi

Supervisor

APPENDIX B

QUESTIONNAIRES



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QUESTIONNAIRE

Title: Implementation of e-Administration for enhanced service delivery at Sedibeng District Municipality

Respondents: Managers at the Sedibeng

Introduction:

The student who authored this questionnaire is pursuing a Masters degree in Public Management and Development and will therefore appreciate your assistance in completing the questionnaire as frankly as you possibly can.

Please read and answer each question as comprehensively as possible.

1. What department are you in?

2. What is your job title?

3. Please give a brief description of your job title?

4. What are the main strategic priorities of your department? Please give top five in order of preference?

5. Does SDM have the necessary resources to training employees based on the use of computers?

YES	NO
------------	-----------

6. As the HR Manager how do you ensure that the rightful personnel with the required skills, experience and qualifications are employed by SDM in order to speed up service delivery?



QUESTIONNAIRE

Title: Implementation of e-Administration for enhanced service delivery at Sedibeng District Municipality

Respondents: Employees – Sedibeng District Municipality

Introduction:

The student who authored this questionnaire is pursuing a Masters degree in Public Management and Development and will therefore appreciate your assistance in completing the questionnaire as frankly as you possibly can.

Please read and answer each question as comprehensively as possible.

1. Does the SDM have any training programmes for its employees?

YES	NO
-----	----

2. If yes, how often is the training offered?

Sometimes	Seldom	Always
-----------	--------	--------

3. Is the training offered relevant to your portfolios?

YES	NO
-----	----

4. Who offers the training to you?

5. Does the training able to enhance your expertise on e-administration?

YES	NO
------------	-----------

6. Do you have any support from the senior management for enhancing your expertise on e-administration?



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QUESTIONNAIRE

Title: Implementation of e-Administration for enhanced service delivery at Sedibeng District Municipality

Respondents: Community members at SDM

Introduction:

The student who authored this questionnaire is pursuing a Masters degree in Public Management and Development and will therefore appreciate your assistance in completing the questionnaire as frankly as you possibly can.

Please read and answer each question as comprehensively as possible.

1. What is your gender?

Male	Female
------	--------

2. What is your race group?

Black	White	Coloured	Indian
-------	-------	----------	--------

3. Indicate your economic status?

Employed	Unemployed	Student	Self-employed
----------	------------	---------	---------------

4. Do you have any understanding regarding e-Administration?

Yes	No
-----	----

5. Do you think e-Administration makes service delivery more effective and efficient?

YES	NO
-----	----

6. How would you rate the quality of service delivery by the SDM to the community?

Very good	Good	Average	Poor
-----------	------	---------	------

7. Does the municipality offer consultation sessions with community member regarding Service delivery issues needs?

YES	NO
-----	----