

**THE IMPACT OF E-GOVERNMENT ON ENHANCED
COMMUNITY PARTICIPATION AT
EMFULENI LOCAL MUNICIPALITY**

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DECLARATION

I, **Dimakatso Innocentia Sefuli** declare that the title THE IMPACT OF E-GOVERNMENT ON ENHANCED COMMUNITY PARTICIPATION AT EMFULENI LOCAL 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 my

Great grandmother POISELETSO ELLISA SEFULI

and

to my

Mother LISEBO CYNTHIA SEBOGODI

Thank you for believing in me and all the support and encouragement, but
mostly for taking care of my little boy while I was busy studying.

THANK YOU

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ABSTRACT

E-government is the advanced form of digitalized government that provides services at a faster rate; offers the public with internet tools to communicate with their representatives; develop a dialogue between the government and the governed promoting the notion of citizen participation; and assists in combating maladministration through transparent of procedures.

Community participation (also known as citizen participation and public participation), can be defined as a process that involves the community members in the affairs of governance. The community members through their involvement in the local government affairs may assist the local representatives to provide development in their areas of jurisdiction.

E-government has enabled reforms in the affairs of governance. The government is now available online and the community members are able to receive activities updated information regarding the latest policies and programmes of government.

The study hypothesized that “effective implementation of e-government processes may enhance community participation for improved service delivery at Emfuleni Local Municipality”.

There are various devices to utilize e-government processes; however the focus on citizen participation on e-Government matters is not being implemented in ELM. Internet is the most significant tool to utilize the processes of e-government. Due to inadequate technological infrastructure, the internet is not being utilized to its maximum. There are telecommunication restrictions issues regarding the digital divide and financial constraints which hamper the community members from being able to purchase a computer and enjoy internet facilities.

The study utilized the qualitative and quantitative approaches to conduct the study. Responses were obtained through questionnaires and interviews that were analysed and interpreted to obtain insight regarding the implementation

level of e-government and its significance in enhancing community participation at ELM.

The findings revealed that there is a dire need of training sessions for both municipal employees and community members to understand the significance and processes of e-governance. Facilitation sessions need to be organized in local languages in order for community members to understand the methods of digital participation. Call Centres need to be established with computer and internet facilities for community members to participate in the affairs of e-governance available at the ELM.

The study recommends to further explore the possibility of implementing e-governance initiatives in other municipalities. The existing research can be considered as an ‘applied’ research that can enhance e-community participation in other municipalities based on the availability of resources. Areas that can be explored in future includes “e-communication for improved service delivery”, “e-democracy for good local governance”, and “digital communication for improved municipal-community interface”.

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CHAPTER ONE

ORIENTATION AND PROBLEM STATEMENT

Keywords: E-government, community participation, communication, service delivery, Information and Communication Technologies (ICTs), Call Centres, Community Development Workers, Multi-Purpose Community Centres (Thusong Community Centres), Sedibeng District Municipality (SDM), Emfuleni Local Municipality (ELM).

1.1 ORIENTATION AND PROBLEM STATEMENT

E-government is a new approach in the manner government operates the administrative functions; the government communicates with the community members; and the mechanisms government utilizes to advance the delivery of services.

E- government is the advanced form of digitalized government that provides services at a faster rate; offers the public with internet tools to communicate with their representatives; develop a dialogue between the government and the governed promoting the notion of citizen participation; and assists in combating maladministration through transparency of procedures.

The e-government is regulated by the legislation entitled the Electronic Communications Act, 36 of 2006 that stresses on the use of digital techniques (mobile, SMS, internet, etc. as advanced means of technology) for community participation and delivery of services.

Community participation (also known as citizen participation and public participation), can be defined as a process that involves the community members in the affairs of governance. The community members through their involvement in the local government affairs may assist the local representatives to provide development in their areas of jurisdiction.

Community participation is a factor that “aims to establish what the people in the community want; the specific needs of the community; their traditions and values; and specific problems they experience. It is important because it introduces local grassroots knowledge and understanding of local needs; generate ideas; broadens debate; leads to more satisfaction with outcomes; contributes to capacity building and reducing dependency” (Vyas Doorgapersad, 2009: 88).

This statement contends that community participation is seen as a transformation in the affairs of governance whereby the government is open to the public; and the public has an opportunity to participate in the matters of governance for improved service delivery. This transformation has brought a shift in the governance whereby the community members who were previously excluded from the mainstream affairs of administration, now has rights to raise their voices, provide feedback, and play an important role in decision-making processes.

This nature of citizen participation is possible through e-government processes whereby the community members directly log on to the website of the municipality they reside in, email the feedback and concern to the relevant councillors/ward members for improvement.

E-government has brought reforms in the affairs of governance. The government is now available online and the community members are able to receive the updated information regarding the policies and programmes of government.

This has made possible through e-government mechanisms viz. the introduction of World Wide Web (WWW) concept that has linked the government with the public through digital mode. The government is able to share and transfer information to the public on regular basis, that has enhanced communication between the government and the governed.

The e-governance has provided the feasible facilities for community members to deal with activities such as filing the tax forms, filling the revenue forms and apply for tenders. via the website of particular government department. The

community members living in the geographically remote areas are able to receive the seamless services via call centers.

The Community Development Workers are deployed to guide community members in their regional or local languages regarding the procedures, processes, and policies of government. The community members who were geographically deprived are given an opportunity to communicate with their representatives through the digital means of e-governance.

The digital enhancement through information and communication technologies (ICTs) has “encouraged governments around the world to establish an on-line presence by publishing information and providing services on the Internet. This has resulted into the concept of electronic governance (e-governance)” (Akakandelwa, 2010: 10) whereby the services are offered with great satisfaction achieved through enhanced citizen participation in the affairs of governance.

In order to meet with the demands and expectations of the community, the government, especially at the grass-roots level, needs to perform, implement new technological and complimented with the traditional means. By facilitating workshops to introduce new means of communication to the community; educate the community members regarding the significance of new technologies; and train the community members regarding the utility of e-government mechanisms advanced technology can be achieved.

This nature of citizen participation and engagement in the implementation of e-government initiatives is imperative in order to provide feedback to the government on 24/7 for efficient service delivery that is possible through e-government initiatives.

The Emfuleni Local Municipality (ELM) falls under the Sedibeng District Municipality (SDM). It covers, geographically, the entire southern area of Gauteng Province. According to the ELM Annual reports, the municipality is willing, planning, learning and improving the ways e-government can be introduced in the relevant area of jurisdiction. It should be the goal of every

municipality in the country to initiate and implement e-government mechanisms for enhanced community participation (ELM, 2010).

Due to lack of skills and training opportunities, the e-government programmes in the ELM are controlled by the Sedibeng District Municipality. The ELM has outsourced the technological measures to the expert personnel of the SDM. The employees advanced in technology have been appointed in the ELM from the office of the SDM along with few interns who are engaged in advancing their skills in the ICT.

The services that are rendered by ICT against the current Service Level Agreement include the following: daily, monthly, annual backup, and ensuring all servers are operational; capturing billing meter readings; and printing of all consumer accounts (145,000 monthly accounts). The processing of all daily, monthly and annual operating schedules on the financial system does not include the participation of the community on how they get informed about the municipality services that are delivered to them (ELM Annual Report, 2010).

There are various devices to utilize e-government processes, but the focus on the citizen participation on e-Government matters is not being implemented in ELM. The Internet is the most significant tool to utilize the processes of e-government. Due to inadequate technological infrastructure, the Internet is not being utilized on the absolute basis, there are telecommunication restrictions to apply the e-government approaches, there are issues regarding digital divide, and financial constraints also hamper the community members to buy computer and enjoy internet facilities (Personal observation, 2010).

These challenges need improvement for the effective implementation of e-government in the ELM. The community members are also restricted to have an e-communication with the government representatives. This is furthermore combat the fundamentals of citizen participation.

The research aimed to explore challenges regarding the implementation of e-government at ELM; lack of digital communication between ELM and community members; and lack of e-participation by community members at ELM. These challenges may have a negative impact on effective service

delivery at ELM. ELM needs to review some significant examples country-wide to learn from their experiences in the process of successfully improve and maintain the implementation of e-government in its area of jurisdiction.

1.2 HYPOTHESIS

It is appropriate for a researcher to “state the overall aims and goals of the study as they crystallised during the preliminary reading and thinking about the problem. Formulate the specific research objectives of the study through the specification of key (concrete) research questions and/or research hypothesis” (Mouton, 2001: 122).

The hypothesis for the study was formulated as:

Effective implementation of e-government processes may enhance community participation for improved service delivery at Emfuleni Local Municipality.

1.3 RESEARCH QUESTIONS

Research questions form the backbone of the research design (Mason, 2002: 19 in Schurink, 2009: 815). Research questions should be clearly related to the theoretical approach taken, the research strategy, research setting (sample) chosen and the methods of data gathering and analysis (Maxwell, 2005 in Schurink, 2009: 815).

The research aimed to find answers to the following questions:

- What is e-government and community participation?
- What is the existing implementation level of e-government for enhanced community participation at ELM?
- What is the prevailing impact of e-government on community participation for improved service delivery at ELM?
- What recommendations can be offered for successful implementation of e-government for enhanced community participation at ELM?

1.4 RESEARCH OBJECTIVES

The research questions set the way forward to establish the purpose of the research that is achieved through research objectives.

The main objectives of the study were :

- To provide the theoretical exposition of concepts, e-government and community participation.
- To provide an overview regarding the existing implementation level of e-government for enhanced community participation at ELM.
- To investigate the prevailing impact of e-government of community participation for improved service delivery at ELM.
- To provide a set of recommendations for successful implementation of e-government for enhanced community participation at ELM.

1.5 RESEARCH METHODOLOGY

This section of the research proposal focused on the literature study that was conducted and the empirical research that was used to collect data.

1.5.1 Literature Review

The literature study on e-government and community participation was conducted and the following sources were utilized, namely: books, journals, internet, articles, legislative frameworks and periodicals and database of thesis and dissertation of South African tertiary institutions.

Resources from public libraries in Vanderbijlpark, Sebokeng and Vereeniging and their relevant databases were also utilized. There were also publications on the issues of local economy development planning that were considered significant to be consulted for the study.

The information was accessed through Local Government: Municipal Systems Act 32 of 2000; Local Government: Municipal Structures Act 117 of 1998;

SDM Web page, annual reports of SDM, and related internet databases such as Emerald, Sabinet, Nexus and EBSCO.

1.5.2 Empirical Research and Design

Under the guidance of the supervisor semi-structured interviews were conducted with respondents from management of ELM, politicians around the community, and government officials. This included qualitative questionnaires to obtain their opinions on the issues of e-government and community participation at ELM.

Through convenient sampling (non-probability sampling), following were interviewed:

- IT Personnel (IT Managers two [2], IT Trainees two [2] and IT Assistants two [2]) to explore the level of IT training opportunities for community participation at ELM.
- Employees [10] to determine the level of e-government implementation at ELM.
- Community Members [12] (there are six townships. Two community members where from each township on convenient basis) with regard to the level of e-government initiatives for community participation at ELM.

1.6 CHAPTER LAYOUT

The study consisted of following chapters:

Chapter One:

Orientation and problem statement

The chapter explores the background of the research stating the challenges associated with e-government programmes at the Emfuleni Local Municipality. The hypothesis is constructed to pursue the research. The research questions and research objectives are established to achieve the purpose of the research. The research methodology techniques are highlighted to conduct empirical research.

Chapter Two:

Theoretical exposition of concept e-government

The chapter describes the definitions of e-government exploring the availability of e-government initiatives and e-government status in South Africa. The chapter explains the nature and extent of Information and Communication Technologies in South Africa emphasizing its significance in the affairs of governance.

Chapter Three:

An overview of the existing implementation of e-government for enhanced community participation in Emfuleni Local Municipality

The chapter explains the meaning of community participation emphasizing its significance to improve communication at the grass-roots level. The chapter aims to explore the challenges associated with the digital divide in the Emfuleni Local Municipality that can hamper the communication between the community members and the local government representatives.

Chapter Four:

Empirical study: the prevailing impact of e-government for enhanced community participation in Emfuleni Local Municipality

This chapter focuses on the empirical study and provides an overview regarding the implementation of e-government for enhanced community participation at Emfuleni Local Municipality. Under research methodology, the qualitative and quantitative approaches will be utilized. Responses will be obtained through questionnaire and interviews. The responses will be analyzed and interpreted to obtain insight regarding the implementation level of e-government and its significance in enhancing community participation at ELM.

Chapter Five:

Summary, findings and recommendations

This chapter provides the summary of research, the important findings obtained during the empirical research, and the relevant recommendations to improve the challenges associated with the e-government initiatives to advance community participation in the Emfuleni Local Municipality. The chapter suggests a way forward in the form of suggested area of further research in the field of e-government and community participation.

The next chapter explores the theoretical exposition of concept e-government for detailed understanding.

CHAPTER TWO

THEORETICAL EXPOSITION: E-GOVERNMENT

2.1 INTRODUCTION

The government is fulfilling the notion of co-operative governance by on strengthening the inter-governmental structures linking services delivery at national, provincial and local spheres of government. In order to fulfil this process, the centres are established as one-stop shops whereby the can have access to diverse services.

The system of co-operative governance is further enhanced with e-government approach. The call centres are equipped with computers and internet facilities. The public can link themselves to the government, enhance dialogue with their representatives, pay their bills, file tax returns and apply for tenders through advanced mode of governance.

In the present scenario of advanced technologies, the digital means with new emerging technologies are programmed to improve the services of government; to enhance the communication between the government and the public; and to advance the delivery of services on seamless manner.

Technology has become an important aspect of everyone's lives whereby business, financial and other transactions are conducted on a daily basis through digitalized means.

E-government has enhanced public participation in the affairs of governance; citizens have access to updated government policies and programmes in order to provide relevant feedback for improvement; there is a wider network information available regarding government at national, regional and local spheres of administrative executive; and delivery of services has improved with fast pace of time.

These developments are required to fulfil the demands of sustainable development promoting good governance in the country. In recognition of these benefits, the South African Government has embarked on implementing e-government programmes, especially in municipalities where the service delivery needs dire improvement.

Various books, article and research finding are published worldwide to explore the concept e-government for effective practical implementation. The overview of e-government through a brief literature review is attached in Appendix A.

Information and Communication Technologies are rapidly changing the future of public administration. The desire to become part of the information age has instigated a world- wide transformation process that puts information communication technology at the heart of government processes and practices (Heginbothman, 2006:1).

According to Misuraca (2007:15), “one has to stress that to carry out a collective learning of some significance through ICTs, more horizontal processes, empowerment and trial and error linked with experience sharing must somehow take place ‘upstream’ or at least considered quite early in an ICT-based project to constitute a democratic enhancement change”.

This chapter explores the meaning of concept e-government as an advanced form of information required for effective and efficient delivery of services to the customers.

2.2 THE CONCEPT E- GOVERNMENT

E-government is defined as a way for government to use the most innovative information and communication technology, particularly web based internet application. It aims to provide citizens and business with more convenient access to government information and service, and to provide greater opportunities to participate in democratic situation and processes (Fang 2002 *in* Rose, 2004: 221).

Government tends to use websites most intensively to publish information for public services customers. Many sites also provide forms of customers to download, and most now offer facilities to make payments, apply for services or licence, or register property ownership or important life events (Bellamy 1998: 5 in Bovalrd & Loffler, 2009:137-139). For example the payment of rates and taxes is low applied in South Africa. The municipality partnered with retail store to enable easy access for the public to pay for the services rendered by the municipality.

E-government is thus not just about automating existing processes but requires government leaders to think differently, as online government sustainably changes the way government interact with citizen and other government, as well as changes the way government do business (Schoeman, 2007:189-190).

Furthermore, the term “e-government has now come of age and is generally used to refer to the application of advanced Information and Communication Technology (ICT) to deliver public services” (Holmes, 2001: 575).

2.3 E-GOVERNMENT AND INFORMATION AND COMMUNICATION TECHNOLOGY

Defined broadly, e-government is the use of ICT to promote more efficient and effective government, facilitate more accessible government services, allow greater public access to information, and make government more accountable to citizens (Farelo & Morris, 2006 1).

E-government system implementations all over the world are employed in an attempt to utilize information and communication technology (ICT) to improve government services provided to a range of stakeholders. In doing so, government aims to become more accessible, effective, efficient and accountable to their citizen (Shareef, Jahankhani & Dastbaz, 2011:1).

The introduction of ICTs leads towards a new form of governance in which different actors from the public as well as private sector collaborate to produce public services. In these new forms of co-production of public services classic

forms of government are substituted by new forms of governance (Snijkers, 2005:2) based on the principles of participatory governance; an outcome-based governance; and an open governance.

The use of Information and Communication Technology (ICT) is growing in South Africa. The Government has recognized the fact that ICTs can play an important role to fulfil the notions of Batho Pele, whereby the accountability, efficiency and effectiveness can be improved through e-government initiatives.

The status of ICT readiness is reflected in table 2.1 (Appendix B).

There are concerns that “government website might focus too much on providing services and not enough on encouraging and facilitating an individual civic participation” (McGregor & Holman, 2004:271) that needs to be explored in future research studies.

On the positive note, the “rapidity of change in ICTs makes it possible only for the fast and flexible with full benefit. It has recently been suggested that new technologies go through two broad stages, ‘installation period’ and the ‘deployment period’. The move between these stages implies major changes in the way institutions involved in the production of goods and services are organised” (Aligula, 2011: 1).

In order to support the above statement, Figure 2.1 explores the number of internet users around the world. The increased use of internet symbolizes the significant utility of e-governance in day-to-day activities (Appendix C). The figure indicates the way in which ICT has improved in the five years of time-frame between the years 2005-2010.

In the case of African continent, the statistics is reflected in table 2.2 (Appendix D).

The statistic in South Africa is reflected in table 2.3 (Appendix E)

South African internet users are expanding in numbers per year. The availability of services available on internet has enhanced the utilization of e-

governance. Ntiro (2000: 1) states that “within this broad explanation one can identify three domains of e-government”, stated in Box 2.1(Appendix F).

In order to achieve the benefits of the e-government, community participation is equally important. The participation of communities in the process of e-governance is known as e-participation.

E-participation from the community members can be received through digitalized mechanisms including e-voting, feedback via emails, utilizing suggestion boxes available on the relevant municipal websites.

Participation can be on different levels; from collecting information to participating in discussion and consultation and responding to referenda on specific policy issues (Pardo, Gil-Garcia & Burke, and 2008: 4).

The participation of communities and other stakeholders in e-government affairs is reflected in figure 2.2 (Appendix G).

The domains of e-governance viz. e-administration, e-citizen/e-services, and e-society, as suggested by Ntiro (2000:1) are reflected in the figure 2.2, emphasized on the need to address the problems that “government is too costly, too inefficient and too ineffective. E-administration); too self-serving and too inconvenient. E-citizens and e-services); and too insular (e-society)” (Sadowicks, 2003:2). In order to utilize e-governance for efficient delivery of services, various elements need to be considered as explored in figure 2.3 (Appendix H).

At the “centre of the constructed pyramid is governance, the multiplicity of processes and interactions that constitute the way in which citizens and governments engage in governing society. At the base of the pyramid is the layer of electronic infrastructure and networks that enables e-services, e-administration, e-business and e-democracy. These and other elements constitute the basis for a people strategy in the electronic governance context” (Abrahams, 2009: 1013-1015).

It is moreover evident that in order to “mobilize e-governance for millions of Africa’s people, then public policy must recognize and apply a framework of understanding that makes explicit reference to these elements” (Abrahams, 2009: 1015-1016).

The dimensions of e-government in South Africa are regulated by legislative mandates, stated in Box 2.2 (Appendix I). The legislative mandates regulate e-government to enhance the standard of services delivery through fast and user-friendly approach.

There are some case-studies to rationalize the significance of e-governance in improved community participation with improved delivery of services. The case studies can also be considered as learning experiences for enhanced community participation and improved delivery services, stated in Box 2.3 (Appendix J).

2.4 SIGNIFICANCE OF E- GOVERNMENT

The e-government initiatives are significant to improve transparency and accountability in the government system, they can help in;

- Reducing red-tape; can minimize the time-consuming bureaucratic processes;
- Can advance communication between the community members and the representatives; and
- Enhance the delivery of services.

These far reaching developments in e-government initiatives through information and communication technologies have “encouraged governments around the world to establish an online presence by publishing information and providing services on the internet. This has resulted into the concept of electronic governance (E-government). In doing so; they hope to increase efficiency, effectiveness and organizational performance” (Pritt & Nfila, 2010: 10).

The governments globally are trying to programme relevant “websites most intensively to publish information for public services customers. Many sites

also provide forms of customers to download, and most now offer facilities to make payments, apply for services or licence, or register property ownership or important life events” (Bellamy 1998:5 *in* Bovalrd & Loffler 2009:137-139) that community members at the local level can perform in their areas of jurisdiction.

2.5 CONCLUSION

Since the mid-1990s, the growth of information and communications technologies (ICT) has raised debates related to economic, sustainable, and human development (Bertot & Jaeger, 2006:163-168).

The need to deal with above stated development challenges and to advance technologies for social, economic and political developments is stated in the Millennium Development Goals. The governments world-wide and especially in Africa are strategically planning to implement action plans to achieve the ICTs objectives set in the MDGs. How far the African countries are in achieving these set objectives; what nature of challenges were encountered; and what action plans need to be re-considered. These are some questions that need further research.

The use of e-government as a service delivery enabler will definitely support government services improvement philosophy of Batho Pele, thus putting peoples first. ICT can put peoples first, but only if the use of ICT is supported by underlying business processes for e-government to be effective are e-government initiatives in South Africa should be integrated (Visser & Twinomurinzi, 2008: 2).

E-government has emerged as an important tool for government reforms. It is a global trend, with many countries actively pursuing e-government strategies. However, despite real-world advances in e-government, citizen participation is lagging. E-government will develop through a quality transformation from a convergence of service and efficiency that expands upon the foundation of citizen participation (Farrelo & Morris, 2006: 96-99).

The next chapter provides an overview of the existing implementation of e-government for enhanced community participation in Emfuleni Local Municipality as the focus area of the study.

CHAPTER THREE

AN OVERVIEW OF THE EXISTING IMPLEMENTATION OF E- GOVERNMENT FOR ENHANCED COMMUNITY PARTICIPATION IN EMFULENI LOCAL MUNICIPALITY

3.1 INTRODUCTION

Community members are “the users and consumers of government services, including broadcasting of information. This is perhaps the key role that mainstream e-government programme assign to the public” (Midgely *et al*, 1986:36) for improved delivery of services.

The “potential of information and communications technologies for producing and reproducing information at low cost and for creating or enhancing existing citizen's networks, combined with their interactive nature, offers the possibility of supporting the role of citizens as stakeholders” (Banks and Orton, 2005:75).

This chapter aims to explore the concept community participation. An overview of the existing implementation of e-government for enhanced community participation in Emfuleni Local Municipality is provided for detailed understanding.

3.2 MEANING OF THE CONCEPT COMMUNITY PARTICIPATION

Theron (2005:104-105) defines community participation as a “process whereby the residents of a community are given a voice and a choice to participate in issues affecting their lives. In this way the members of the community might, if the process is managed well, take ownership of the projects that are implemented”.

Participation in the service delivery process is determined by the extent to which community members and beneficiaries of the process take part in decision making (Mubangizi, 2007:4). In order to enhance community participation, local government needs to offer relevant participation

mechanisms furthermore incorporated the community members living in rural areas.

Citizen participation can be classified into two categories; political participation such as voting in elections or getting involved in political proceeding, and administrative participation such as demanding for or keeping a close watch on administrative operations (Coetzee, 1989: 23).

Gaster (1996: 80-96) states that “community participation is the active process by which beneficiary groups influence the direction and the execution of a project rather than merely being consulted or receiving a share of the project benefits”.

This has therefore requires community empowerment for detailed understanding regarding the participation mechanisms. This nature of empowerment may assist community members to be a part of the local projects formulated for the benefits of local communities.

Participation by citizen in local government affairs is the very backbone of a democratic form of government (Phago & Hanyane, 2007:95).

The aim of the South African local government is to achieve two main objectives through community participation, viz. “upholding the principles and systems of participatory democracy and ensuring the legitimacy of the state at local spheres through citizen being encouraged to participate in formal political processes such as election” (Mafunisa & Xaba, 2008:452); and to “alleviate poverty through services delivery as a localised socio-economic development initiatives” (Mafunisa & Xaba, 2008:452).

The aspect of citizen participation is regulated by various legislative mandates in South Africa, stated in Appendix I.

Community participation teaches communities how to resolve conflict and allows for different perspectives to be heard. In this way, learning is promoted and people will be able to help themselves (Baum, 1999:187).

Furthermore community participation in budget process and in the Integrated Development Planning (IDP) at all stages may assist in capacitating community members to understand municipal planning process in rendering services and impact skills to one another (Gaventa, 2004:147).

In order to enhance inclusive decision-making by the community, communication processes have to be put in place right from the start of the project. Communities should feel free to transmit their views, wishes and interests in order to participate meaningfully (Mogale, 2005:2).

These processes should ensure that communities have access to a free flow of information and that sufficient community mobilisation for inclusive community decision-making has taken place (Kellerman, 1997:53-59).

3.3 PROCESS OF COMMUNITY PARTICIPATION AT MUNICIPAL LEVEL

Citizen participation continues to capture a centre-stage position in many policies of nation-states and international development agencies in recent years. The common belief is that involving citizen participation in rural programmes and empowering them have the potential to boost their livelihood and foster development (Kukamba & Nsingo, 2008: 108).

Community participation describes a variety of relationship between a municipality and the community it serves. The World Bank (obtained from Ababio, 2004: 274) identifies three types of community participation, namely “passive participation involves only the dissemination of information and stakeholders, such as disseminating information during an awareness campaign; consultative participation occurs when stakeholders are consulted before a municipality makes decisions; and interactive participation occurs when stakeholders are involved in collaborative analysis and decision making”.

In order to ensure public participation in local governance, government has over time put in place various pieces of legislation and policies. The following

are some of the legislative and policy provisions aimed at fostering public participation at local government level in South Africa:

- The Constitution of the Republic of South Africa 1996
- Public Service Act, 1994
- Municipal Structures Act, 1998
- White Paper on Local Government, 1998
- Municipal Systems Act, 2000
- Municipal Finance Management Act, 2003
- Municipal Property Rates Act, 2004
- Guidelines for Operation of Ward Committees, 2005
- National Policy Framework for Public Participation, 2007

Pre-1990, local government in South Africa had no constitutional safeguard until the early nineties as it was previously perceived an extension of the State and a function of provincial government (Williams, 2006: 200 in Madonsela, 2010 :4).

However, post 1994, local government has become a key role player in the transformation and development process in South Africa and high expectations have been linked to this sphere of government. In order to bring this transformation the Integrated Development Planning (IDP) was introduced at the South African municipal sphere. It is considered as an obligation for the municipalities to implement the objectives of the IDP set for their areas of jurisdiction.

Public participation is rooted in the IDP hence local government is therefore required to establish appropriate structures in order to ensure effective citizen participation. Additionally, the IDP makes provision for monitoring and evaluation in order to ensure transparency and accountability of the elected political leadership (Williams, 2006: 200 in Madonsela, 2010:4).

In order to achieve the successful implementation of IDP, the community participation process requires proper planning, stated in table 3.1 (Appendix K).

At the local sphere of governance, community participation can be achieved through ward committees, imbizos, public meetings, integrated development planning representation forums, voting, participation in meetings and council affairs through the use of electronic government mechanisms.

There is a link of ICT to community members whereby they can participate to interact with the municipality for example, payments of services rendered this is a public private partnership made between retail shop to pay for their rates and taxes. The thusong services center (previously) known as Multi Purpose Community Centre offers integrated services to community members such as application of ID's, faxing, photocopying and other related services that benefit the public in terms of information and communication technology (refer to www.Thusong.gov.za).

There are three youth centers at Emfuleni which enables young community members to participate in the information communication technology programmes. They are taught how to use computers, write their own CV, and apply for jobs and other related services. The centers are found in Sebokeng near thabong shopping complex, Sharpville and Bophelong (Lesedi).

This nature of community participation can be strengthened with the use of e-government at call centers in the municipalities. The Community Development Workers educate the community members in their local languages regarding the process of governance assisting them to participation in the local governance.

According to Hope (1996:12), planning refers to the formulation and execution of a consistent set of interrelated measures designed to achieve certain specific social and economic goals. This formulation and execution process involves conducting a needs assessment, and prioritization thereof of the identified needs.

Swanepoel (1997:4) suggested that “it is equally critical for the community that is intended, to benefit from a particular development initiative to participate in the planning process”.

Similarly in most cases communities that are to benefit from a particular development initiative often have indigenous knowledge or first had information about their area that outsiders heading the initiative do not possess (Swanepoel, 1997:4).

These forms of participation are critically important and serve as a yard stick to measure the level of democratic development and political maturity in every country (Kabemba, 2004:11).

Community participation is more successful if communities take over much responsibility in issues regarding to improvement of their livelihood instead of leaving it to the hand of public agencies (De Beer and Swanepoel, 1998:115).

Furthermore, a cooperation of local government and community members allows for more flexibility in development approaches by ensuring the relevance of initiatives to people’s problems and giving people at least shared control over them (Ackerman, 2004:448).

3.4 E-GOVERNMENT FOR ENHANCED COMMUNITY PARTICIPATION

Citizens from “all walks of life are seeking a more active role in decision-making processes that affect their lives. At the same time governments are recognising that effective government requires teamwork, partnerships and collaboration, not only across its own departments and agencies but also across the broader community it services” (Hoban and Beresford, 2005:147-148).

An “IDP Representative Forum needs to be established to encourage the participation of communities and other stakeholders..., under the overall umbrella of a representative community board, power and responsibility are

decentralized in a participating community. The result leads to community participation” (Naidoo, 2004: 214-215).

The examples of community based centres across South Africa are attached in Appendix L.

Citizens are encouraged to participate in the democratic process through ICT mechanism such as electronic forums and bulletin boards, which enables participation in public discussion. They can share and exchange information of mutual interest, strengthen their collective power and shape their own development solutions. Ultimately the e-government initiation is meant to serve the citizen (Williams, 2006:56).

3.5 IMPLEMENTATION OF E-GOVERNMENT AT EMFULENI LOCAL MUNICIPALITY

The Emfuleni Local Municipality (ELM) realized that there is a need to advance the modes of communication between the community members and the local representatives. This need was felt due to the fact that policy-makers at the local sphere of governance were not receiving the comments from the community members regarding their needs and expectations to be considered during the formulation of by-laws.

In order to formulate an effective policy at the grass-roots level with efficient delivery of services, the ELM implemented an additional mechanism to assist facilitate community participation. This advanced means of communication through the use of digitalized mechanisms is known as e-government whereby the local government is available to community members via internet facilities.

The e-government was implemented in the ELM in January 2007 offering community members the access to municipal policies, programmes, documents, and services without timely and geographical restrictions. The website of the municipality provides the community members the information regarding the office-bearers responsible for the administration and management of municipality for open communication.

ELM is optimising the website by incorporating the news service covering all our important issues. All IT Services are rendered to ELM by employees of Sedibeng District Council on a Service Level Agreement (SLA). A total of nine (8) permanent employees and (4) four contract appointments are allocated to render the IT Services. The IT Services rendered to Emfuleni Local Municipality can be divided into the following categories: Operations, Technical Maintenance, Software Support, Projects and Administration (ELM Integrated Development Planning [IDP] Report, 2007/2008). The details of these IT services are stated in Appendix M.

The website of ELM is attached as Appendix N that explores the internet services offered by the ELM. In order for the community to approach the ELM, there is an option available entitled “Contact Us” where community members can send their opinions, enquiries, suggestions via internet. This nature of community participation is known as e- participation or digital participation, attached as Appendix O.

According to the ELM IDP (2010/2012:14) the majority of the population of ELM have websites yet only a small percentage of the population have ready access to the internet. The municipality can be contacted via fixed line numbers but most people, and certainly marginalized citizens, rely on mobile technology for regular communication and interaction. It is beyond an average citizen’s affordability to contact the municipality via mobile phones and most people use their phones for text messages including the free “please call me” service.

Therefore, in short, citizens are not yet able to interact with the municipality in an affordable and convenient way, due to a broad policy failure to achieve universal service and access in the region (ELM IDP Report, 2007/2008:15).

Since the appointment of the Website Master during January 2007, Council’s website is updated on a daily basis and very few of the sites are still under construction. Council’s website has become an effective communication tool and the implementation of the Electronic Document Management Programme, a total of 4041 documents as reflected below were scanned and captured on

the system during July 2006/7 until June 2008. During the period under review, end users were trained to use the Programme in order to retrieve assigned documents, to forward assignments, to follow up on assignments and to search for captured documents. Another training session for accommodating more end users will be conducted in the next financial year (ELM IDP Report, 2007/2008:16). The latest development for the year 2010-2011 is not available at the time of submission of the study.

Emfuleni Local Municipality respondents expressed the view that e-governance was very poor at their municipality, stating that “we are nowhere near thinking about e-governance” (Personal Interview, 2010). At the time of the interview, the municipality was still grappling with basic problems (such as low levels of IT competence among all officials, unlicensed computers). ELM makes extensive use of information management and information systems and a number of applications are in place to enhance the administration of the municipality. Yet, a number of routine processes are still being performed manually.

Over the IDP period, key deliverables are to develop an ICT connectivity master plan; review the effectiveness and consider improvements to the deployment of CCTV cameras; and explore creating a centralised call centre service for all municipal services. Given the resource constraints referred to above, the question arises as to what the entry point might be for e-governance (ELM IDP Report, 2007/2008:24).

The preparation of an e-governance strategy to promote social and local economic development, linked to the physical redesign of spaces utilised by long-distance vehicles, could inform the formulation of an ICT connectivity master plan, locating connectivity in key nodes first and then creating a district wide network over the longer term. The financing model for such initiatives may require a collaborative approach among municipalities and the provincial government (ELM IDP Report, 2007/2008:24).

The Wide Area Network (WAN) has been expanded by 5 (five) new radio links (Sharpeville Library, Community Services, Vanderbijlpark Mechanical

Workshop, Sonlandpark Sub-station and Duncanville Sub-station) have been linked onto the WAN). The radio links to Metsi and the Fire brigade in Vanderbijpark have been upgraded so that these sites may access the ELM computer network and enable VOIP (voice over IP). A Total of 110 desktop computers, 45 Notebooks and few new servers have been rolled out during the period under review and the Novell software used on the network has been upgraded as well. 345 software window packages and 25 Printers were also secured. A total of 4755 calls were logged at the ICT helpdesk. All calls were serviced with immediacy and turn-around time is virtually immediate (ELM IDP Report, 2007/2008:25).

During this period a DRP (Disaster Recovery Plan) was developed for the full district wide ICT service and systems such as Venus, GIS and Novell are being tested. A DRP and Business Continuity plan will ensure business continuity should there be a disaster and to safeguard Council assets and information repositories in the event of a disaster so that the core business of council can still continue with minimal interruptions. The implementation of a DRP is a dynamic process and must be evaluated and improved on an on-going basis (ELM IDP Report, 2007/2008:25).

Despite the achievements there are challenges that need attention. Currently there are no training workshops for IT Personnel; there is a lack of ensuring good governance and institutional building; there is a need for creation of a stable IT governance platform; and implementing and defining IT usage policies, procedures and standards. (ELM IDP Report, 2007/2008:26) are required at ELM.

3.6 CONCLUSION

The chapter concentrated on the key concept of community participation through e-government mechanisms.

The e-government vision is a vision of integrated information and services. This means radical changes are needed in what happens behind the web site that citizen see (Dawes, 2002:1-2).

In developing a culture of community participation, Craythorne (2003:263) points out that “a municipality needs to develop a culture of municipal governance that complements a formal representative government with a system of participatory governance”.

Chapter three highlighted the situation of Emfuleni Local Municipality regarding availability of e-government initiatives and the way that it enhances community participation.

The next chapter explores the empirical research on the implementation of e-government for enhanced community participation at Emfuleni Local Municipality.

CHAPTER FOUR

EMPIRICAL STUDY: THE IMPLEMENTATION OF E- GOVERNMENT FOR ENHANCED COMMUNITY PARTICIPATION AT EMFULENI LOCAL MUNICIPALITY

4.1 INTRODUCTION

This chapter consists of an explanation of research methodology, the data collection process and the data analysis procedures utilized in the study. The responses are analysed and interpreted to obtain valuable insight regarding the use of e-government for enhanced community participation at ELM.

4.2 RESEARCH DESIGN

In preparation of the research, the following were done:

4.2.1 Research Methodology

Research methodology is “a system of method and rules to facilitate the collection and analysis of data. It provides the starting for choosing an approach made up of theories, ideas, concepts and definition of the topic; therefore the basis of a critical activity consisting of making choices about the nature and character of the social world assumption (Hart, 1998: 28).

Under research methodology, the following two approaches were utilized:

4.2.1.1 Qualitative and Quantitative Approach

Qualitative research properly seeks answers to questions by examining various social settings and the individuals who inhabit these settings. They are most interested in how humans arrange themselves and their settings and how inhabitants of these setting make sense of their surrounding through symbols, rituals, social structures, social roles and so forth (Berg, 1998:7).

Research that is aimed at testing theories, determining facts, statistical analysis, demonstrating relationship between variables, and prediction, is usually referred to as quantitative research. This type of research is based on the view that if one knew exactly that is, if accurate diagnosis were possible, one could control and effectively fight and prevent all evils and defects (Garbers, 1996: 282).

The study was conducted in both qualitative and quantitative manner in order to receive responses supporting the following research questions and research objectives set for the study:

The research questions for the study were:

- What are the meanings of concepts e-government and community participation?
- What is the existing implementation level of e-government for enhanced community participation at ELM?
- What is the prevailing impact of e-government on community participation for improved service delivery at ELM?
- What recommendations can be offered for successful implementation of e-government for enhanced community participation at ELM?

The main objectives of the study were established as:

- To provide the theoretical exposition of concepts, e-government and community participation.
- To provide an overview regarding the existing implementation level of e-government for enhanced community participation at ELM.
- To investigate the prevailing impact of e-government on community participation for improved service delivery at ELM.
- To provide a set of recommendations for successful implementation of e-government for enhanced community participation at ELM.

4.3 SAMPLING AND TYPES OF SAMPLING

Theoretical sampling is the process of data collection for generating theory whereby the analyst jointly collects, codes and analyse his data and decides what data to collect next and where to find them in order to develop his theory as it emerges. This process of data collection is controlled by the emerging theory (Flick, 2009:118).

There are two types of sampling: probability and non-probability sampling.

Probability sampling techniques are primarily used in quantitatively oriented studies and involve selecting a relatively large number of units from a population, or from specific subgroups (strata) of a population, in a random manner where the probability of inclusion for every member of the population is determinable (Clark and Creswell, 2008:200).

The opposite of probability sampling is non-probability sampling. The non-probability sampling is a “sample that has not been selected using a random selection method. Essentially this implies that some units in the population are more likely to be selected than others” (Balnaves and Caputi, 2001: 95).

Under non-probability sampling, the convenient sampling technique was utilized to obtain responses.

Convenience sampling is “also known as grab, opportunity, accidental or haphazard sampling. With this method, the researcher uses subjects that are easy to reach. As the name describes, the researcher chooses subjects because of convenience” (Kahl, 2001: 1).

Through convenient sampling (non-probability sampling), following were interviewed:

- IT Personnel (IT Managers [2], IT Trainees [2] and IT Assistants [2]) to explore the level of IT training opportunities for community participation at ELM.
- Employees [10] to determine the level of e-Government implementation at ELM.

- Community Members [12 (there are six townships. Two community members will be selected from each township on convenient basis)] with regard to the level of e-government initiatives for community participation at ELM.

4.4 POPULATION

One must first clearly identify the target population, that is, the population to which the researcher would like to generalize his/her results. To define the target population, one must keep in mind the scope of the planned generalization; and the practical requirements of drawing a sample (Burger and Silima, 2006: 657).

In this research, the target population was the employees and community members of the Emfuleni Local Municipality.

4.5 RESEARCH TECHNIQUES

The following research techniques were utilized in the study:

4.5.1 Literature Review

Literature review is defined as “a critical summary and an assessment of the current state of knowledge or current state of the art in a particular field” (Cano, 2001: 1).

The literature study on e-government and community participation was conducted and the following sources were utilized, namely: books, journals, internet, articles, legislative frameworks and periodicals and database of thesis and dissertation of South African tertiary institutions.

Resources from public libraries in Vanderbijlpark, Sebokeng and Vereeniging and their relevant databases were also be utilized. There were also publications on the issues of local economy development planning considered as significant means of information.

The information was accessed through Local Government: Municipal Systems Act 32 of 2000; Local Government: Municipal Structures Act 117 of 1998; SDM Web page, annual reports of SDM, and related internet databases such as Emerald, Sabinet, Nexus and EBSCO.

4.5.2 Interviews

Interviewing is a basic mode of inquiry, recounting narratives of experience has been the major way throughout recorded history that human has made sense of their experience. Interviewing provides access to the context of people behaviour and thereby provides a way for researchers to understand the meaning of that behaviour (Seidman, 2006: 2-4).

For the purpose of the study, the semi-structured interviews were utilized.

A semi structured interview is “close to an everyday conversation, but as a professional interview it has a purpose and it involves a specific approach and technique; it is semi structured-it is neither an open everyday conversation nor a closed questionnaire” (Kvale, 2007: 10-11).

22 people were interviewed: IT Personnel (IT Managers); IT Trainees; IT Assistants; employees; and community members.

4.5.3 Questionnaire

A questionnaire is a structured schedule used to elicit predominantly quantitative data. It can be completed by the respondent (a self- completed questionnaires), or can be used verbally, by the interviewer reading out the questionnaires to the respondent (Green and Brown, 2008:108).

Under the guidance of supervisor, the semi-structured questionnaire was developed to obtain the views of IT personnel, employees and community members to determine the impact of e-governance for enhanced community participation at ELM (Appendix Q).

4.6 RESEARCH ETHICS

4.6.1 Permission to conduct research

The researcher submitted a letter of request for conducting research at the Emfuleni Local Municipality. The letter was signed by the authority at the ELM and submitted back to the Faculty for reference purpose (Appendix P).

Research ethics are a guiding set of principles that are to assist researchers in conducting ethical studies (Johnson and Christensen, 2012: 97-99).

In order to maintain the ethics in research, the following were done:

- Permission was obtained from the relevant authorities at the ELM to conduct research;
- Respondents were informed regarding the nature and significance of research;
- Respondents were assured regarding the confidentiality of their identity;
- Clarity of questions were provided; and
- Respondents were thanked for their time and significant contribution.

4.7 COMPLETION OF QUESTIONNAIRES

This section encompasses the next step in the research process that is the data processing and reporting results. The reporting results follow the format of the questionnaires administered.

The relevance of these findings will be discussed at the relevant point in this section and brought together as final recommendations in chapter five.

4.7.1 Section A: Demographic Information

A total of sixteen employees using random sampling of the ELM completed the questionnaire. The responses are analyzed and interpreted to obtain significant information contributing to the study.

The demographic information reveals that 40% female and 60% male participated in the research process.

In terms of race group, most respondents were Blacks (65%), followed by Whites (25%), Coloured (5%), and Indians (5%).

A total of 12 community members using random sampling completed the questionnaire from ELM.

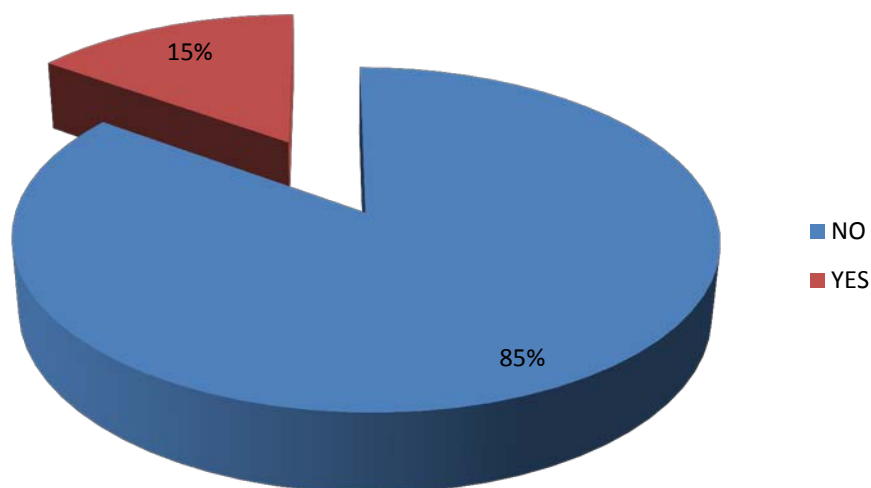
The demographic information reveals that 58% of the community members interviewed were female and 42% were male.

In terms of their economic status, six community members (60%) were employed, two (20%) were un-employed, one (10 %) was a student and one member (10%) was self-employed.

4.7.2 Section B: Questionnaire to IT Personnel

4.7.2.1 Respondents were asked to indicate their level of understanding on e-government.

Figure 4.1: e-government understanding

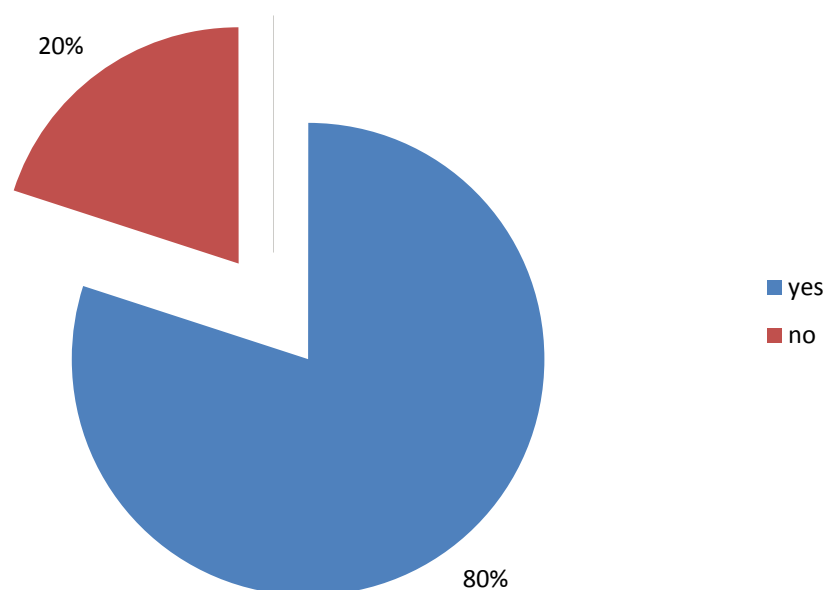


20% of the IT employees of ELM indicated that they do not have any level of understanding regarding e-government. 80% stated that they do understand the concept e-government and they have witnessed how it enhances community participation.

In order to improve the communication levels between internal and external customers, ELM needs to organize workshops and aware the customers regarding the meaning, processes and significance of e-government.

4.7.2.2 Do you think that e-government has a positive impact on community participation?

Figure 4.2: Do you think that e-government has a positive impact on community participation?



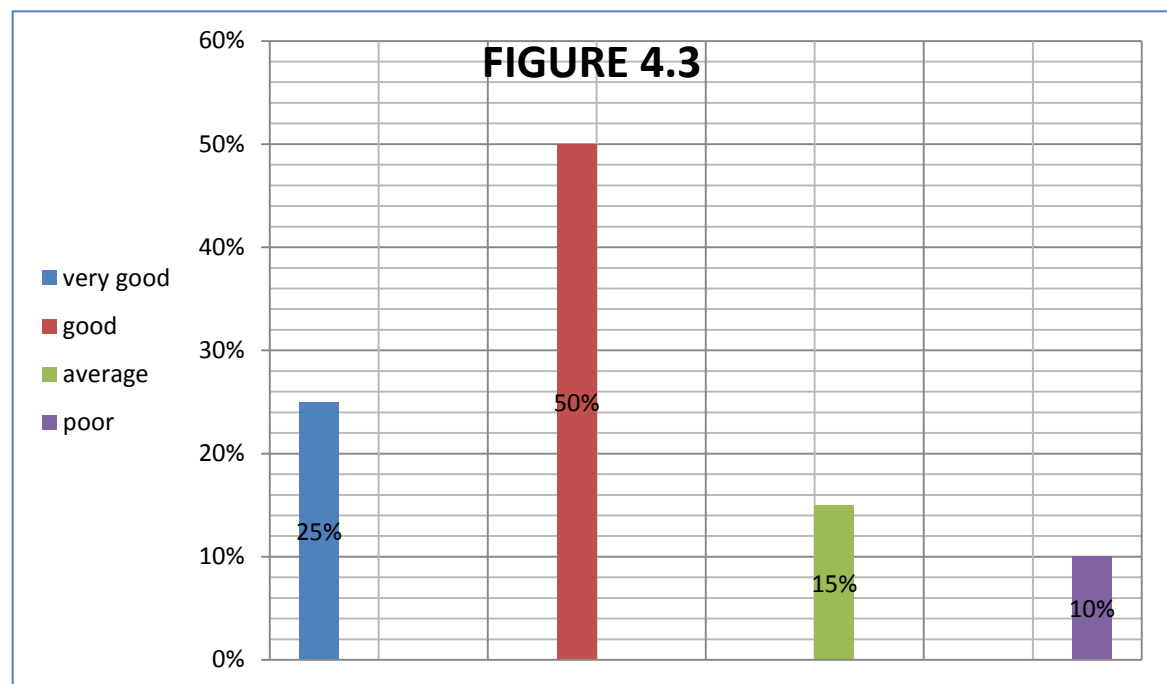
Respondents (80%) stated 'Yes' and 20% stated 'No' to the concern. There is an appreciation for the e- government approach at the ELM due to the fact that it envisages benefits at local level.

The ELM's IT personnel recognizes the fact that e-government is an essential tool to bring the government closer to the people and making the procedures

electronically accessible to the people is significant to improve the service delivery.

4.7.2.3 How would you rate the quality of e-government at Emfuleni Local Municipality?

Figure 4.3: How would you rate the quality of e-government at Emfuleni Local Municipality?



Respondents (50%) stated the response as 'Good', 25% stated as 'Very Good'. The reason stated for these responses is that the 'log in e- Africa local government' project introduced in 2008 in the Gauteng Province assists the ELM personnel with significant technological resources for efficient performance.

10% of the staff stated that the quality is 'Poor', indicating that not all technological resources are available to the staff members hence their understanding e-government is not accurate.

15% respondents stated 'Average', emphasizing that not every aspect of professional workload is performed by e-government tools.

The ELM needs to train the personnel regarding the use of e-government, and administrative tasks need to be performed through the use of e-administration, already implemented at the Sedibeng District Municipality.

4.7.2.4 Name three important things that interns learn during their internship about e-government?

Respondents list the following three items interns learn at the ELM during in-service training:

- configuring the printer
- configuring the software
- programming the computer

The interns learn the operations aspect of the above mentioned areas. This nature of training is required to technologically to enhance the skills of the interns.

4.7.2.5 What is the current state of e-government developments at Emfuleni Local Municipality?

According to the IT staff members, there are several services that are in high demand, such as pension payouts, payment of taxes, housing subsidies and birth and death registrations are now being 'e- enabled'.

Multi- Purpose Community Centres (MPCCs), now known as Thusong Service Centres are now available in some communities that fall under the ELM, for example in Bophelong township (Vanderbijlpark) a community centre was opened in 2009 providing computer services and training to the community members.

Forty community development workers have so far been trained to carry out the delegated responsibility to train the community members regarding e-government at ELM.

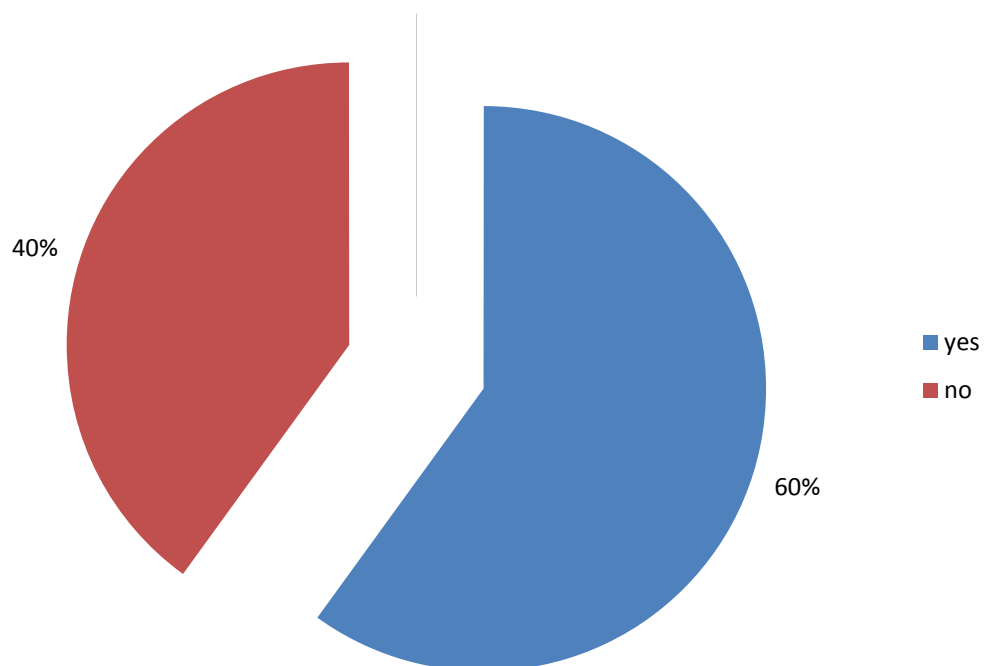
4.7.3 Section C: Questionnaire to IT Interns

The reason why interns were chosen is because, they can explain the level of e-government and analyse it, as they also seek experience towards information communication technology.

The following responses were analysed and interpreted:

4.7.3.1 Does ELM have any employee training programme regarding e-government?

Figure 4.4: Does ELM have any employee training programme regarding e-government?

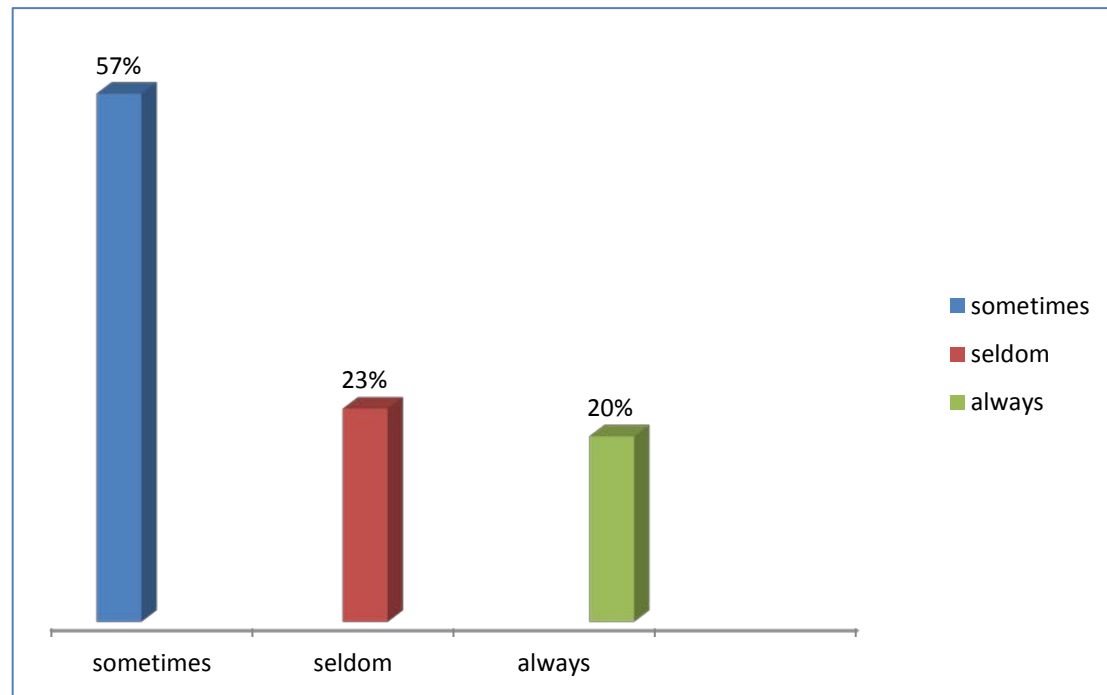


Respondents (60%) stated 'Yes' and respondents (40%) stated 'No' to the question. The argument in this regard is that not all technological aspects are discussed under training programmes.

ELM needs to offer training programmes covering significant areas of technology that can assist interns to undertake administrative tasks and establish the culture of e-administration.

If yes, then how often is the training offered?

Figure 4.5: Frequency of training offered?

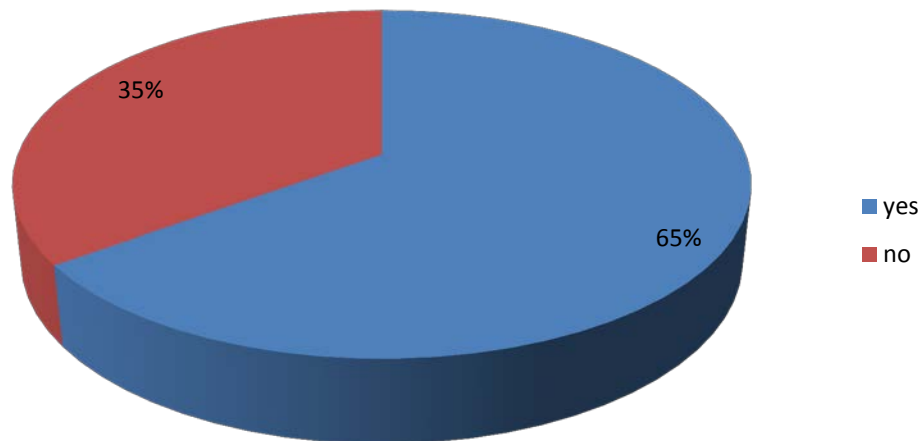


Respondents (20%) stated that the training is available “Always” and believed that the training offered to the interns is very gratifying and they learn diverse aspects of technology. Respondents (23%) stated the training is offered on “Seldom” basis. Respondents (57%) stated that the training is provided “Sometimes” to interns.

ELM needs to organize more training sessions and the language utilized during the training offered should be understandable for every intern and the portal should be accommodative for all users.

4.7.3.2 Is the training offered relevant to your studies?

Figure 4.6: Is the training offered relevant to your studies?



Respondents (65%) stated “Yes” as the training offered is relevant. Respondents (35%) stated “No” to the question. ELM needs to provide opportunities to interns where they can perform administrative tasks utilizing technological devices. Interns are receiving the training regarding utilization of technological tools but are not practicing these tools at the ELM.

Interns are utilized in specific task, like typing, printing and photocopying hence they can help to be upgrading ELM's software, connecting other personnel to the internet, making information easily accessible to internal and external customers.

Interns must be utilized to perform these administrative tasks through e-mechanisms so they can learn the implementation aspect of e-government.

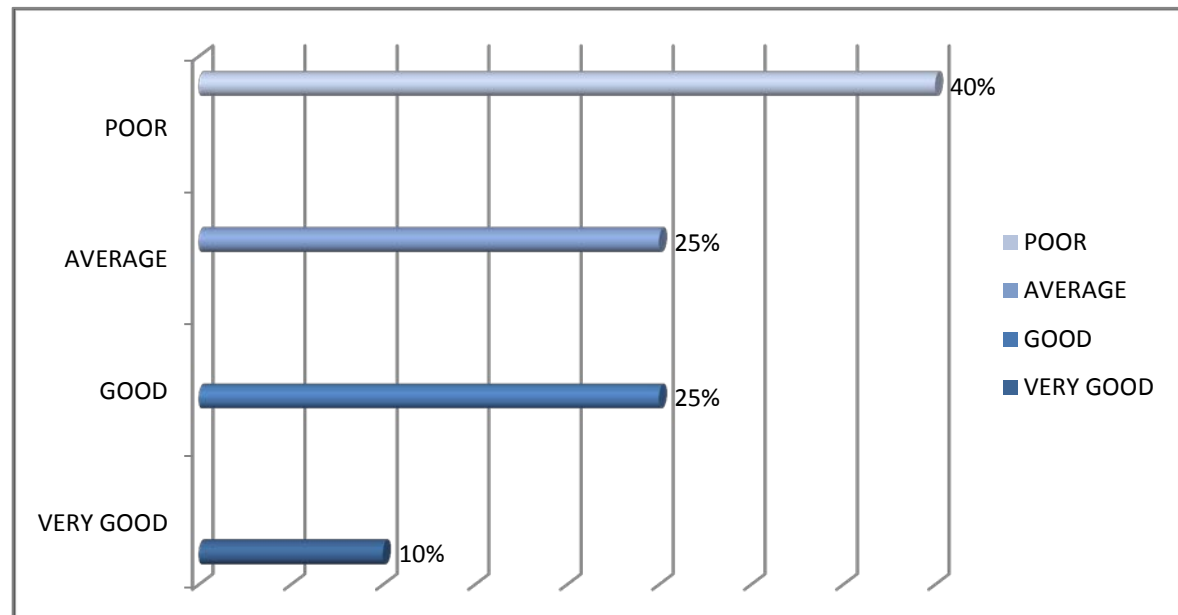
4.7.3.3 Who offers the training to you?

It was an open-ended question.

Respondents (100%) stated that the Performance Management System personnel from Sedibeng District Municipality offer the training at the ELM.

4.7.3.4 As an intern how would you rate the quality of e-government offered to the community by EML?

Figure 4.7: As an intern how would you rate the quality of e-government offered to the community by EML?



Respondents (40%) rated the quality of services via e-government as “Poor” and 25% rated as “Average”. Respondents (25%) rated as “Good” and 10% rated as “Very good”.

The reason of diverse ratings is that most of the community members do not have computers. Some of the community members come to the ELM office and request the personnel to access the website so that they can understand and utilize the e-government services like ‘Bid’ and ‘Tender’ services.

There are only few a community member who have access to computers and internet and are able to access the services.

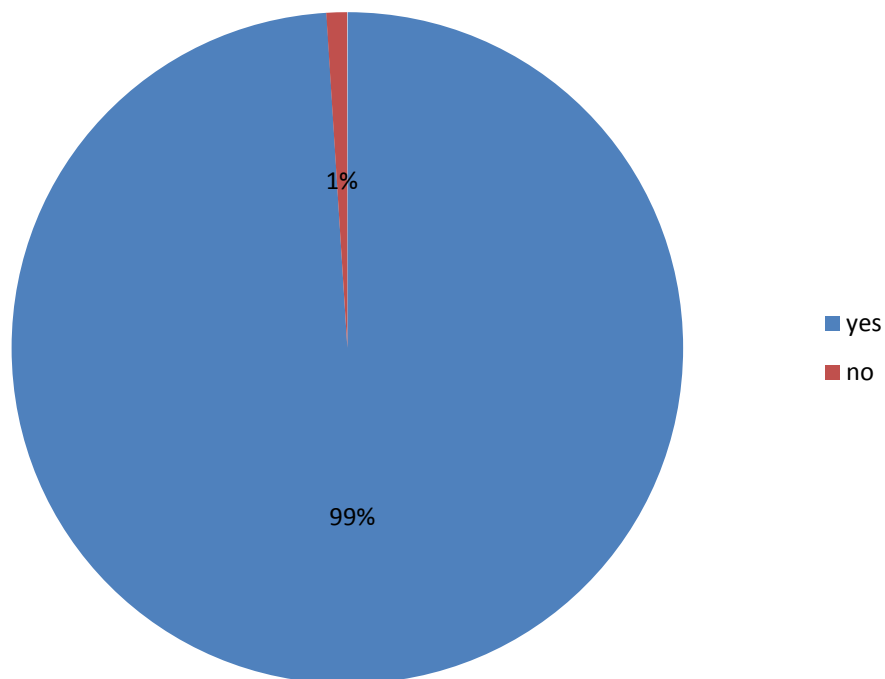
ELM needs to establish more Thusong Service Centres and Call Centres with computer and internet facilities. Facilitators need to be deployed to train the community members regarding the significance and utilization of e-government for enhanced community participation and delivery of services.

4.7.4 Section D: Questionnaire to ELM Employees

The following responses were analysed and interpreted:

4.7.4.1 Does EML have any employee training programme regarding e-government?

Figure 4.8: Does EML have any employee training programme regarding e-government?

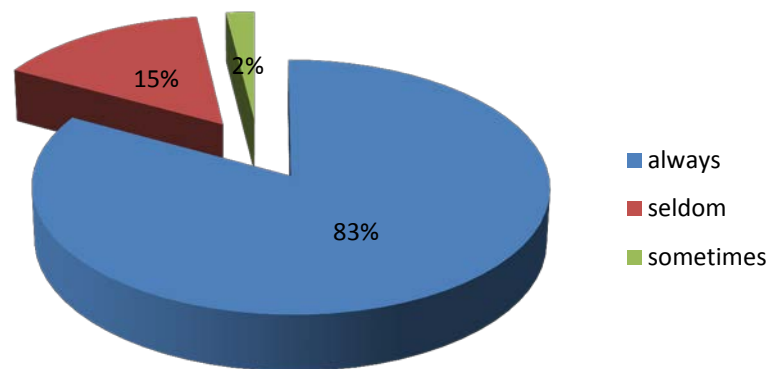


Respondents (99%) stated "Yes" and respondent (1%) stated "No" to the question.

ELM needs to make sure that the information regarding training programmes are available to employees through internal communication means.

4.7.4.2 If yes, how often is the training offered?

Figure 4.9: If yes, how often is the training offered?

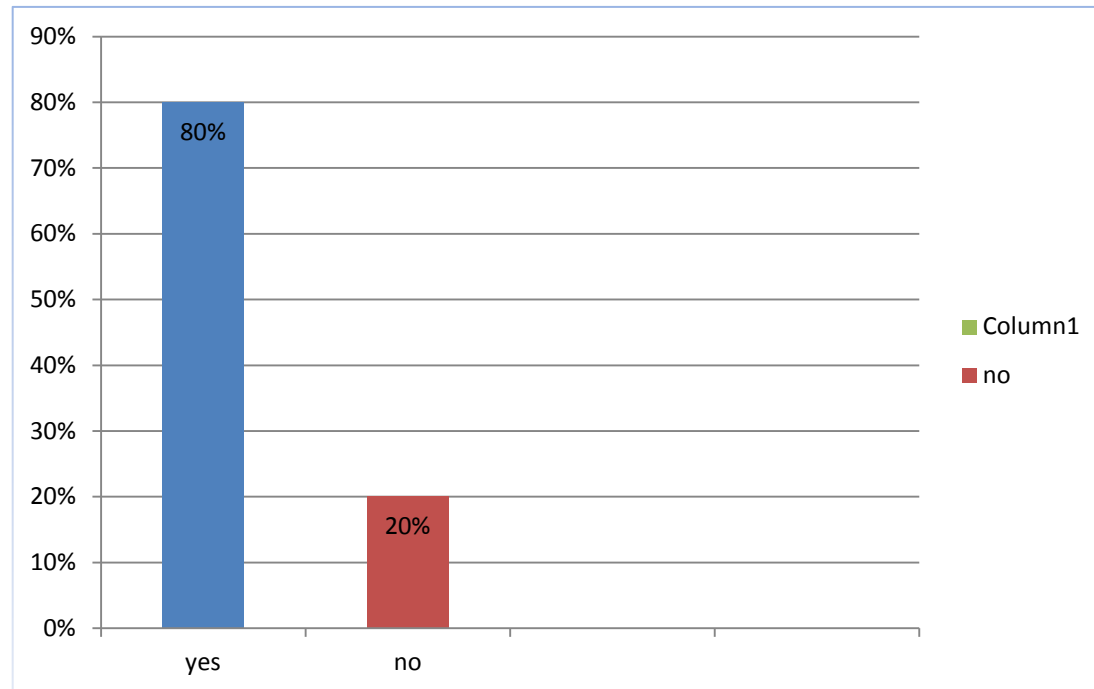


Respondents (83%) stated “Always”, 15% stated “Seldom” and 2% stated “Sometimes” to the question. The reason of diverse opinions is that, according to some employees, training is always available but not all employees are informed. Others indicated that training is sometimes offered during the Auditor’s visit to the ELM. Training, for some employees, is seldom offered when new tasks/initiatives are introduced.

ELM needs to offer training on regular basis to acquaint employees with technological tools of working. The information regarding training must be made available on ELM’s website, notice boards and through other available means of communication.

4.7.4.3 Do you think e-government is promoting community participation?

Figure 4.10: Do you think e-government is promoting community participation?



Respondents (80%) stated “Yes” and 20% stated “No” to the question.

In order to aware, empower and enhance community participation, ELM needs to offer workshops to the community members.

4.7.4.4 If so in what way?

It was an open-ended question.

Respondents (100%) stated the following ways to enhance community participation at the ELM:

- Emfuleni Local Municipality can receive financial and technological assistance expressed from the district, provincial or national spheres of government.

- The interactions between government and community members can be enhanced by easy access to electronic communications facilities.
- Through availability of technological resources at the Call Centres the interaction between the government and the governed can be enhanced.
- Through training sessions to employees and community members, the e-communication between the municipality and the community members can be improved, enhanced and strengthened.

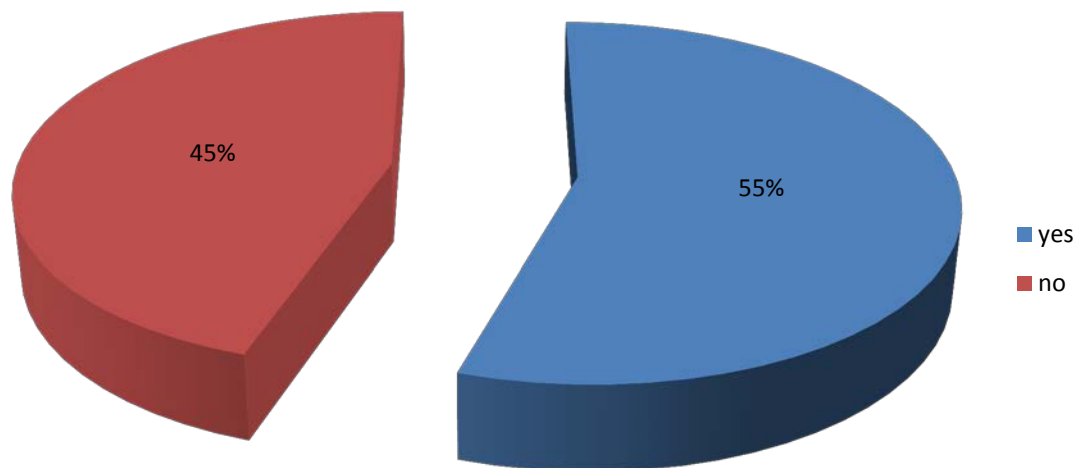
4.7.4.5 List three things that the community can access from the ELM website.

It was an open-ended question and the following responses were received from respondents (100%):

- development of the ELM for example the Turn Around Strategy
- list of bids and tenders
- the executive speeches
- events and news
- latest developments
- contact details of the municipal office-bearers
- documents and reports
- information regarding vacancies

4.7.4.6 Does ELM have adequate resources to improve employees' understanding on e-government?

Figure 4.11: Does ELM have adequate resources to improve employees' understanding on e-government?



Respondents (55%) stated that there are enough resources available and the employees can access all the required information through the ELM website. Respondents (45%) argued that the IT is controlled and centralized at district level and this adjustment has a negative impact on ELM's capability to implement its e-government initiatives.

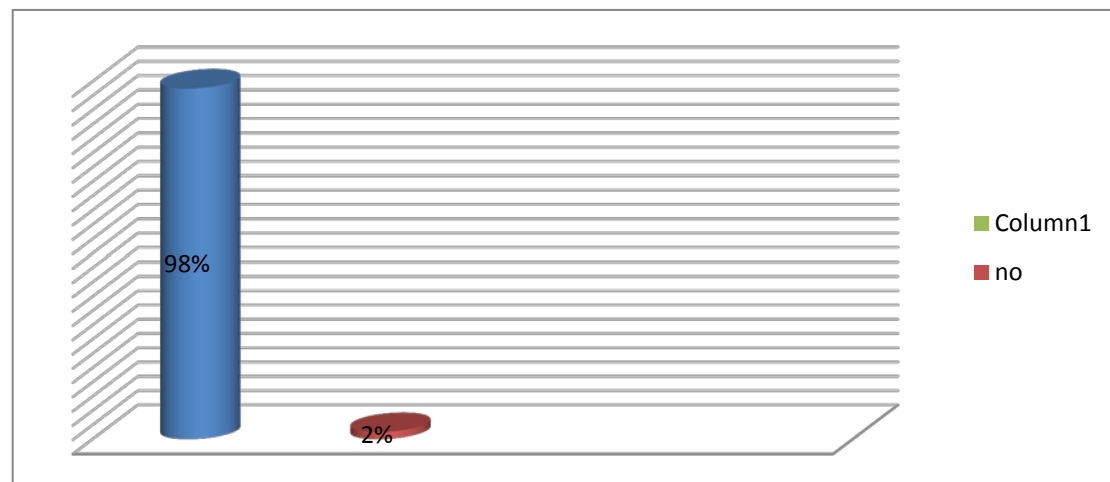
The ELM needs to organize training sessions to train the personnel in order to operate the ICT programmes. This may have positive impact on the self-esteem of employees at the ELM.

4.7.5 Section E: Questionnaire to Community Members

The following responses were analysed and interpreted:

4.7.5.1 Do you think e-government has a positive impact on community participation?

Figure 4.12: Do you think e-government has a positive impact on community participation?

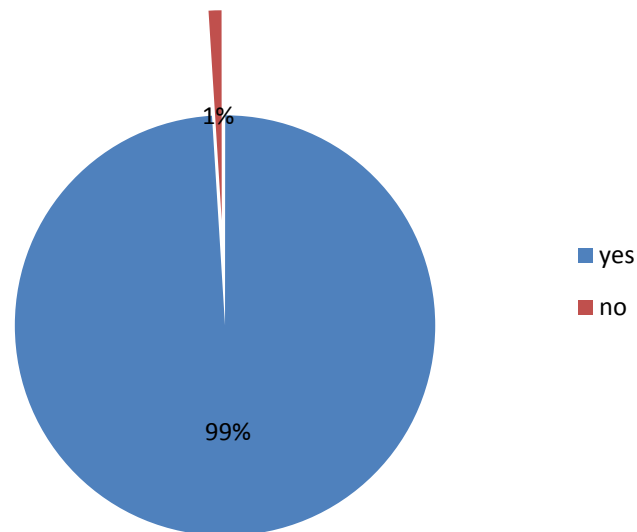


Respondents (98%) agreed to the question and stated as “Yes’ and respondents (2%) stated “No’ to the question whether e- government can lead to enhanced community participation. Through computer literacy programmes being organized by the ELM, community members can receive convenient facilities to access required information and services.

ELM needs to organize facilitation and training sessions to train community members regarding the use of computer and internet in order to enhance community participation through e-government initiative.

4.7.5.2 Does e-government in your view leads to community participation?

Figure 4.13: Does e-government in your view leads to community participation?



Respondents (99%) stated “Yes” and respondents (1%) stated “No” to the question. E-government is able to assist community members to access services viz. paying taxes, rates, etc. through digital means.

ELM moreover needs to establish Call Centres to connect community members who are geographically scattered in remote areas.

4.8 CONCLUSION

This chapter provided a detailed overview regarding the impact of e-government on enhanced community participation at Emfuleni Local Municipality.

Responses were analysed and interpreted to obtain the insight regarding the availability of e-government means, mechanisms and processes for improved community participation.

Findings revealed that there is a dire need of training sessions for both municipal employees and community members to understand the significance

and processes of e-governance. Facilitation sessions need to be organized in local languages in order for community members to understand the methods of digital participation. Call Centres need to be established with computer and internet facilities for community members to participate in the affairs of e-governance available at the ELM. The Next chapter provides summary and findings of the research and offers recommendations for improvement.

CHAPTER 5

FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The chapter provides the summary and objectives realized in the study. The chapter offers findings and provides recommendations to improve the challenges regarding existing implementation of e-government for enhanced community participation in Emfuleni Local Municipality.

5.2 SUMMARY

Chapter one dealt with orientation and problem statement regarding existing implementation of e-government for enhanced community participation in Emfuleni Local Municipality.

E-government is an advanced form of communication between the government and the stakeholders. It is considered as an initiative of information technology mechanisms that has a capacity to enhance the participation by the public whereby the public can utilize the digital means to receive services, partake in policy-making processes, provide feedback to representatives and assist the government to be more open and accountable. It is regulated by the Electronic Communications Act 36 of 2006.

E-government utilizes the digital techniques, viz. mobile, SMS, internet, etc. as advanced means of technology, for community participation and delivery of services.

The challenges regarding ELM being outsourced to the SDM does not allow employees to develop experience in e-government procedures. The community members are not fully aware of the e-government services and therefore not able to participate in the affairs of digital governance at the ELM.

Chapter two provided a theoretical overview of concept e-administration.

Definitions of e-government are stated from different perspectives; the nature and extent of Information and Communication Technologies (ICTs) are explained at African and Sub-Saharan regions; statistics are provided to explore the extent of ICT availability in South Africa; and the legislation(s) regarding communication and e-government are described in detail.

The new form of digitalized governance requires the facilities offered by the e-government mechanisms that are significant to develop networking between the national, provincial and local spheres of government; between the government and the stakeholders; and between the government departments and relevant businesses. This networking is required to develop partnership for improved services whereby public can be involved in e-consultations, e-feedback, e-suggestions, and e-voting to offer significant contribution for advancement of service delivery.

The enhanced level of public participation and consultation processes in the decision-making also serve the notion of good governance. Due to the significant outcomes of e-government in terms of better and faster services, improved public involvement and its availability on a daily basis, the South African Government has implemented the e-government initiative in the country.

The chapter aimed to explore the meaning of concept e-government as an advanced form of information required for effective and efficient delivery of services to the customers.

Chapter three provided the overview of the existing implementation of e-government for enhanced community participation in Emfuleni Local Municipality.

E-government at the Emfuleni Local Municipality (ELM) offers multi-dimensional information regarding structure and office-bearers of municipality that assist community members to contact their representatives; documents and media reports are available for community members that can promote their participation in the governmental affairs of the municipality.

The ELM website is an important tool to create openness and develop accountability towards their community members. At the grass-roots level in South Africa, there are challenges regarding the digital divide, and the community members in the municipalities are struggling to get access to the computers and internet due to financial and infrastructure challenges.

Furthermore, the community members are not technologically advanced and are not able to understand the utility of digital devices. This hampers the public involvement and participation in the affairs of governance at the local level. In order to meet with these challenges, the Government has established the Call Centres, and Thusong Service Centres (previously known as Multi - Purpose Community Centres) with computers and internet facilities.

The Community Development Workers are being deployed to educate and inform the community members regarding the utility of e-government for improved service delivery. The Community Development Workers speak to the community members in their local languages in order for them to understand the new modes of communication and further assist the community members to open a dialogue with the government through technological means.

The Emfuleni Local Municipality (ELM) falls under the Sedibeng District Municipality (SDM). The SDM has already started initiatives to implement e-government mechanisms to improve delivery of services. The mechanisms include the Connectivity Forum, the development of website, online services available for community members, e-public participation feedback boxes, etc. The ELM being part of the SDM is therefore also in a process of improving digital communication for improved service delivery.

Chapter four focused on the empirical study and provides an overview regarding the implementation of e-government for enhanced community participation at Emfuleni Local Municipality.

Under research methodology, the qualitative and quantitative approaches were utilized. Responses were obtained through questionnaire and interviews. The responses were analysed and interpreted to obtain insight regarding the

implementation level of e-government and its significance in enhancing community participation at ELM.

5.3 FINDINGS

Through empirical research the following findings were identified:

- At Emfuleni Local Municipality, most of the respondents (employees) do have an awareness and understanding regarding the e-government initiatives (Figure 4.1).
- At Emfuleni Local Municipality, most of the respondents (community members) believe and witnessed that there is an appreciation for the e-government approach that has a positive impact on community participation (Figure 4.2).
- At Emfuleni Local Municipality, most of the respondents (employees) are satisfied with the quality of services delivered to the local community members (Figure 4.3).
- At Emfuleni Local Municipality, most of the respondents (employees) are satisfied with the fact that there is an employee training programme regarding e-government to inform and aware the personnel (Figure 4.4).
- At Emfuleni Local Municipality, most of the respondents (employees) are concerned regarding the fact that the training is not offered on a continuous basis (Figure 4.5).
- At Emfuleni Local Municipality, most of the respondents (interns) are satisfied with the fact the training offered is relevant to the study content of the interns that may have positive impact on their work portfolios a potential recruits (Figure 4.6).
- At Emfuleni Local Municipality, most of the respondents (interns) are satisfied with the fact that the quality of e-government offered to the community by the municipality is good (Figure 4.7).
- At Emfuleni Local Municipality, almost all the respondents (99%) (interns) stated their satisfaction stating that the municipality offers employee training programme regarding e-government to inform, aware and train the personnel (Figure 4.8).

- At Emfuleni Local Municipality, most of the respondents (interns) stated their satisfaction regarding the fact that the municipality offers the training programme on a continuous basis (Figure 4.9).
- At Emfuleni Local Municipality, most of the respondents (employees) are satisfied with the fact that the e-government initiatives at the municipality are significant in promoting community participation (Figure 4.10).
- At Emfuleni Local Municipality, most of the respondents (employees) are satisfied with the fact that the municipality has adequate resources to improve employees' understanding on e-government (Figure 4.11).
- At Emfuleni Local Municipality, most of the respondents (community members) are satisfied with the fact that e-government has a positive impact on community participation in the municipality (Figure 4.12).
- At Emfuleni Local Municipality, almost all the respondents (99%) (community members) are satisfied with the fact that the e-government leads to community participation in the municipality (Figure 4.13).

5.4 REALIZATION OF THE OBJECTIVES OF THE STUDY

The first objective was to give a theoretical exposition of the concepts e-government and community participation.

Chapter two and three supported the fact that e-government initiatives are in place for the ELM to implement through call centres, multi-purpose community centres and other relevant sites. A detailed description regarding e-government provides a comprehensive understanding regarding the significance of e-initiatives, the relevance of community participation and the utilization in speed-up the delivery of services.

The second objective was to provide an overview regarding the existing implementation level of e-government for enhanced community participation at ELM.

Chapter three supported that the ELM has a technological support from the SDM to achieve the objectives of implementing e-government and that the

ELM is obliged to implement the legislative mandates regarding e-government that support the notion of community participation through digital means.

The third objective was to investigate the prevailing impact of e-government on community participation for improved service delivery at ELM.

In Chapter four the empirical research was utilized to obtain responses from the target population. The responses were analysed 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:

Effective implementation of e-government processes may enhance community participation for improved service delivery at Emfuleni Local Municipality.

The findings from the literature review and the empirical research support the central statement.

Responses revealed the fact that both municipal employees and community members accept the fact that through e-government initiatives, a dialogue between the municipal office-bearers and community members can be established and enhanced. This may further have positive impact on delivery of effective services.

Findings moreover indicate that there is a need to organize training sessions for both municipal employees and community members on continuous basis to understand the significance and processes of e-governance.

Facilitation sessions need to be organized in local languages in order for community members to understand the methods of digital participation.

Call Centres need to be established with computer and internet facilities for community members to participate in the affairs of e-governance available at the ELM.

5.6 RECOMMENDATIONS

The following recommendations are offered for improvement:

- Emfuleni Local Municipality needs to organize training workshops for both municipal office-bearers and community members to enhance awareness regarding e-government initiatives. The workshops of this nature must be conducted in local/regional languages for clear understanding. The training sessions can be offered either at the municipal office or at the one stop call centres.
- Emfuleni Local Municipality needs to develop strategies to implement the e-government initiatives 'in-house'. The personnel must be provided with appropriate training to perform the delegated decentralized tasks regarding the digital operationalization of services.
- Emfuleni Local Municipality needs digitally educate the community members. This is important to increase the e-participation by community members. This nature of education, training and guidance must be transferred in their local/regional language. The services of interns can be utilized to educate the members of the community.
- Emfuleni Local Municipality needs to develop strategies for appointment of more community development workers. There is a need to establish more call centres in widely defined geographical areas. The deployment of community development workers in call centres will assist the community members to understand and operate the e-government programmes. This nature of participation is required for improved levels of services within the municipality.
- Emfuleni Local Municipality needs to organize facilitation and training sessions to train community members regarding the use of computer and internet in order to enhance community participation through e-government initiative. E-government is able to assist community members to access services viz. paying taxes, rates, etc. through digital means. Emfuleni Local Municipality moreover needs to establish Call Centres to

connect community members who are geographically scattered in remote areas.

5.7 SUGGESTION FOR FURTHER RESEARCH

It is recommended to further explore the possibility of implementing e-governance initiatives in other municipalities. The existing research can be considered as an 'applied' research that can enhance e-community participation in other municipalities based on the availability of resources. Areas that can be explored in future include "e-communication for improved service delivery", "e-democracy for good local governance", and "digital communication for improved municipal-community interface".

5.8 CONCLUSION

The research explored the impact of e-government on enhanced community participation at ELM. The research explores the findings and offers valuable recommendations to improve the challenges regarding e-governance at ELM. The research suggests a way forward in the form of suggested area of further research in the field of e-government and community participation.

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APPENDICES

APPENDIX A

E-GOVERNMENT: LITERATURE REVIEW

This section covers the literature review regarding e-government in holistic manner. Various books, article and research finding are published worldwide to explore the concept e-government for effective practical implementation. This section briefly provides an overview of some of the significant work relevant to the study.

E-government – concepts and case studies is a book, authored by C.S.R Praphu published in 2004 (New Delhi: Prentice-Hall of India, ISBN-81-203-2647-4, pages 256; also available at http://books.google.co.za/books?id=xI12St_xx0MC&source=gbs_similarbooks_r&redir_esc=y), explores the information regarding meaning, historical evolution, models, facilities and processes regarding e-government.

Another book entitled *E-government Toolkit for Developing Countries* by Neeta Verma, Mohan Das and Sonal Kalra (UNESCO, Asia Pacific Regional Bureau for Communication and Information, ISBN 8189218042, pages 209), published in 2005 emphasises that the desired outcomes on any e-government initiatives is to provide effective delivery of services to communities in a feasible and convenient manner. The book demonstrates the case studies from diverse countries covering Singapore, New Zealand, United States, United Kingdom, Canada and India explaining the establishment of national portals for implementation of e-government in these countries.

The book entitled *Dangerous Enthusiasms: E-government Computer Failure and Information System Development* (New Zealand: Otago University Press, pages 160) is published in 2006 by two authors Robin Gauld and Shaun Goldfinch from the university of Otago. According to the author the book “takes a critical look at policies, problems, and prospects of e-government in a series of case studies. Why have ICT failures in the public sector occurred and what lessons do they provide for the future?” (Gauld and Goldfinch 2006: i).

Another book entitled *E-Government in European and South African Cities* by four authors Leo Van Der Berg, Andre Van Der Meer, Willem Van Winden and Paulus Woets (England: Ashgate Publishing Limited, ISBN-13: 978 0 7546 4836 9, pages 243) published in 2006 the authors in this study described how ICT could contribute to the sustainable urban development and what cities were actually doing to benefits most from the new possibilities (Van Der Berg et al: 2006 111V)

Some of the relevant journals on e-government issues are journal of e-government Electronic Government; journal of E-government studies and Best Practices (JEGSBP); Electronic journal of E-government (EJEG); International journal of E-Business and E-Government studies (IJBEG); journal of E-Government Studies and Best Practices; journal of E-Government studies and Best Practices and e-government Research Guide, to name a few.

Some of the reports analysis and articles on issues regarding e-government at global basis are Analyst: corporation could improve e-government; UK city begins smart card e-government plan; Analysis: can e-government sites eliminate the wait?; Accenture tallies scorecard on e-government; O&A: Balancing the role of e-government ; Reports: Citizen embracing government online; Congress experiments with digital democracy; State of California launches bold Web portal; E-government measure introduced; Your e-mails : Government after Katrina; UK city begins smart card e-government plan; and E-government measure introduced, etc.

At the global level there are some significant studies conducted in the field of e-government. The few appropriate studies include 2010 Global E-Government survey: Leveraging E-Government at a time of Financial and Economic Crisis emphasizing on the need to develop and implement online services for efficient services delivery; 2008 Global E-Government Survey: From E-Government to Connected Governance stressing on reinventing government with improved telecommunication infrastructure to connect people; 2004 Global E-Government Readiness Report; Towards Access for Opportunity exploring the opportunities for people to access information through digital means.

Studies on e-government in African continent include some good works of YayehyiradKitaw entitled *E-government in Africa: Prospects, challenges and practices*. The study was conducted in 2006 covering countries like Rwanda, Mauritius, and Ethiopia exploring the challenges and opportunities to implement e-governance.

Another pilot study by Levy Obijiofor and SohailNayatullah with Tony Stevenson entitled *Impact of new information and Communication Technologies (ICTs) on Socio-economic and Educational Development of Africa and the Asia-Pacific* emphasise on the need to improve the socio-economic barriers to enhance the ICT access.

APPENDIX B

Table 2.1 Status of ICT readiness around the world

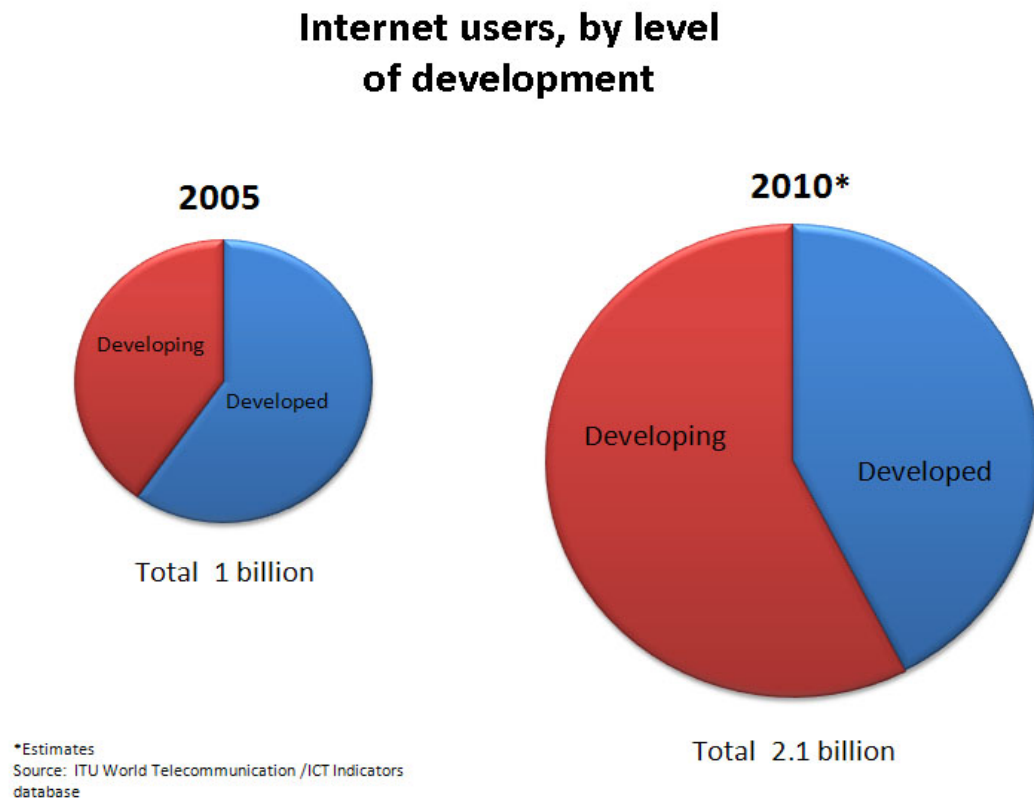
Countries	2001	2002	2003	2004	2005	2006	2007	2008
North America	51%	60.45	33.1%	39.2%	47.3%	43.1%	54.3%	53.1%
Western Europe	34.1	47.6	33.1	30.0	29.6	35.2	30.8	37.2
Eastern Europe	—	43.5	32.0	28.0	27.1	29.2	31.9	30.1
Asia	34.0	48.7	34.3	31.6	37.3	35.9	37.5	39.7
Middle East	31.1	43.3	32.1	28.1	27.4	29.4	33.5	32.2
Russia/Central	30.9	42.0	29.5	24.3	25.9	32.4	33.8	39.0
South America	32.7	42.0	29.5	24.3	23.9	32.4	33.8	39.0
Pacific ocean Island	30.6	39.5	32.1	29.9	27.9	32.4	33.8	39.0
Central America	27.7	41.4	28.6	24.1	24.1	25.0	29.2	31.2
Africa	32.5	30.8	27.6	22.0	22.0	24.3	26.0	26.0

Source: Jaeger & Burnett, 2010: 55-60.

[http:// www.unpan.org/egovkb/globalreport/08 reports/http](http://www.unpan.org/egovkb/globalreport/08%20reports/http)

APPENDIX C

Figure 2.1: Number of internet users around the world



Source: ITU World Telecommunication/ICT Indicators Database.
<http://mdgs.un.org/unsd/mdg/seriesdetails.aspx.?srid608>

APPENDIX D

INTERNET USERS IN AFRICA

INTERNET USERS AND POPULATION STATISTICS FOR AFRICA						
<u>AFRICA</u> <u>REGION</u>	Population (2010 Est.)	Pop. % in World	Internet Users, Latest Data	Penetration (% Population)	Use Growth (2000-2010)	% Users in World
<u>Total for</u> <u>Africa</u>	1,013,779,050	14.8 %	110,931,700	10.9 %	2,357.3 %	5.6 %
<u>Rest of</u> <u>World</u>	5,831,830,910	85.2 %	1,855,583,116	31.8 %	420.5 %	94.4 %
WORLD TOTAL	6,845,609,960	100.0 %	1,966,514,816	28.7 %	444.6 %	100.0 %
NOTE: Internet Usage and Population Statistics for Africa are for June 30, 2010.						
Source: 2010, Miniwatts Marketing Group, 2010; http://www.internetworldstats.com/stats1.htm						

APPENDIX E

INTERNET USERS IN SOUTH AFRICA

Table 2.3: Internet Usage Statistics for South Africa

<u>AFRICA</u>	Population (2010 Est.)	Internet Users Dec/2000	Internet Users Latest Data	Penetration (% Population)	User Growth (2000-2010)	% Users in Africa
<u>South Africa</u>	49,109,107	2,400,000	5,300,000	10.8 %	120.8 %	4.8 %

Note: Africa Internet Statistics were updated for June 30, 2010.

Source: Miniwatts Marketing Group, 2010; <http://www.internetworldstats.com/stats1.htm>

APPENDIX F

Box 2.1: Three Dimensions of e-government

E- Administration

While E- services focus on the extra-organisational relations, E-Administration focus on the behind the scene information system supporting the management and administration of function of public institutions, including data and information management, electronic records management, and cross departmental flow of information-government initiatives with this domain deal particularly with improving management of government from streamlining business processes to develop entrance out of sorts departmental stream in sequence.

E-citizen or E-services

E-citizen refers to improved delivery of public services to citizens. Some examples of interactive services are: requests for public documents, requests for legal documents and certificates, issuing permits and licenses. It describes a situation in which citizen needs are met through a single contact with the government. At the same time E-services emphasizes innovative form of citizen involvement and offer services.

E- Society

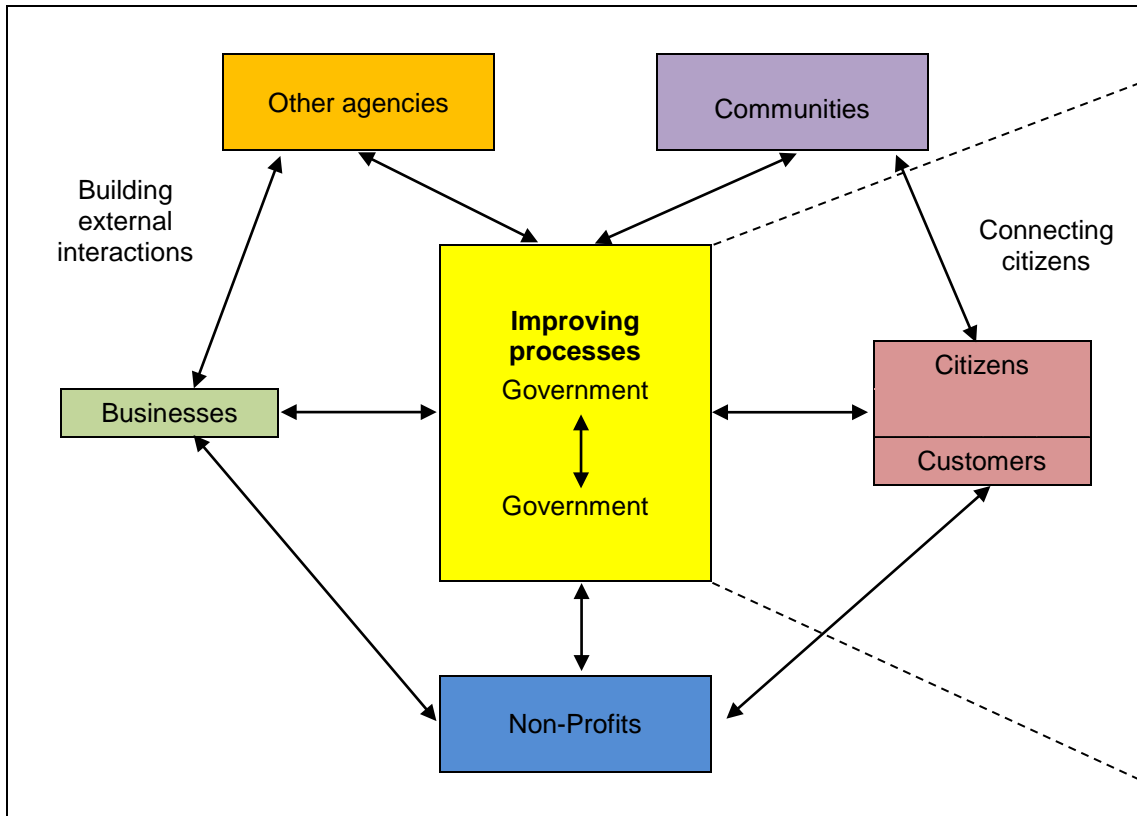
E-society can be defined as the revolution in the way people interact with each other and in the way the government conduct business. This revolution has been triggered by two phenomena: first, the digitalization of any form of multimedia information -- be it voice, video, data or any other form of signal which can now be easily compressed and elaborated -- and second the capability offered by the web of reaching in real-time any location in the world from any other location on the globe. The e-Society is therefore the result of our new ability to compress almost infinitely both time and space. Today, this allows the transmission of practically unlimited amounts of data, in real time, anywhere in the world.

Source: Ntiro, S. 2000.

<http://www.egov4dev.org/success/definitions.shtml#definition>

APPENDIX G

Figure 2.2

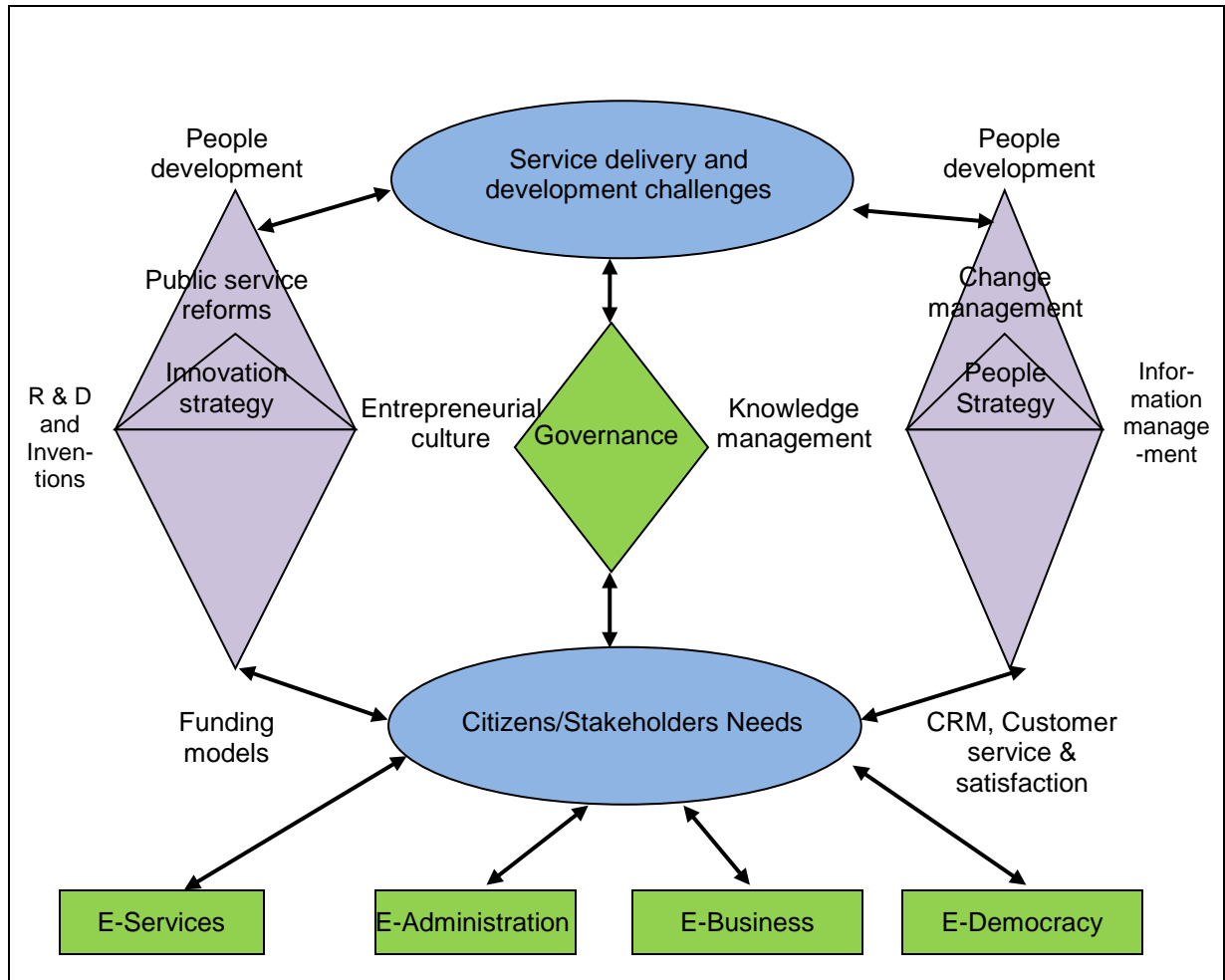


Source: Ntiro, S. 2000.

<http://www.egov4dev.org/success/definitions.shtml#definition>

APPENDIX H

Figure 2.3: Elements of e-government pyramid



Source: Abrahams, I. 2009. "E-Governance Policy 1999-2000: Paths and Limitations for Progress". Journal of Public Administration. Vol. 44. No. 4.1: 1011:1026.

APPENDIX I

Box 2.2: Legislative Mandate regarding e-government in South Africa

Telecommunications Act, 1996

The Telecommunications Act of 1996 has the potential to change the way we work, live and learn. It will affect telephone service -- local and long distance, cable programming and other video services, broadcast services and services provided to schools. The telecommunications sector has witnessed dramatic reductions in costs in (i) transmission, using fiberoptic technology; (ii) switching and information processing because of reductions of costs of integrated circuits and computers. Cost reductions have made feasible many data- and transmission-intensive services. South African telecommunications policy-making is at a crossroads. The path towards national economic growth and equitable development within the information, communication and technology (ICT) sector has been tortuous, given the difficult and sometimes conflicting tasks of liberalization. The Government has been uncertain about committing to difficult choices, and has pursued a phased and partial privatisation of state assets, short-term policy planning, and an attempt to maximize the value of the forthcoming Telkom IPO, possibly at the expense of long-term economic growth (compiled from Telecommunications Act 103 of 1996).

2.4.2 Electronic Communications and Transactions Act, 2002

The Electronic Communications and Transactions Act (No. 25 of 2002), aims to facilitate electronic communications and transactions in the republic so as to “promote universal access primarily in underserved areas.” The Act also endeavours to promote e-government services, remove and prevent barriers to electronic communications and to ensure that the special needs communities as well as the disabled are not marginalised (South Africa, 2002:7).

According to Advocate Report (2003: 31-32), on 31 July 2002 the Electronic Communications and Transactions Act, 25 of 2002, was passed in Parliament. The Act came into operation on 30 August 2002 by proclamation in the Gazette. The stated objects in section 2 of the Act are " ... to enable and to facilitate electronic communications and transactions in the public interest." The Act is a fairly lengthy document, comprising 95 sections divided into 14 chapters. Chapter 1 of the Act deals with interpretation, the objects and application of the Act (Advocate Report, 2003: 31-32). Chapter 2 of the Act provides for the creation of a national e-strategy (not defined), together with an accompanying policy framework to be developed by the Minister of Communications within two years after the commencement of the Act. The most important chapter to the legal profession and in particular those dealing with litigation and commercial transactions, is chapter 3. This chapter is directed at the facilitation of electronic transactions. (Advocate Report, 2003: 31-32)

2.4.3 Electronic Communications Act, 2005

The Electronic Communications Act, 2005 (ECA) took effect on 19 July 2006. It repealed the Telecommunications Act, 1996 and the Independent Broadcasting Authority Act, 1993. The ECA was enacted because the line between telecommunication and broadcasting technologies was becoming increasingly blurred (ECA, 2005: 25).

Although the "Telecommunications Act of 1996 was repealed by the Electronic Communications Act of 2005, the Universal Services Agency, renamed as the Universal Service and Access Agency of South Africa, was incorporated under the new Act and thus continues with its goal of promoting universal access by 'all areas and communities in the Republic to electronic communications services and electronic communications network services...'" (South Africa, 2006: 100). The Act further compels the agency to research into matters relating to its functioning. Currently, the agency is in the process of concluding a consultative process to define universal access and universal service as mandated by the Electronic Communications Act of 2005 (ECA, 2005:2).

Sources:

Republic of South Africa. 1996. Telecommunications Act, 1996. Pretoria: Government Printer.

Republic of South Africa. 2002. Electronic Communications and Transactions Act, 2002. Government Printer.

Republic of South Africa. 2005. Electronic Communications Act, 2005. Government Printer.

APPENDIX J

Box 2.3: Case-studies

Golden Projects: The Golden Customs project was proposed by Vice Premier Li Lanqing in 1993 to create an integrated data communications system connecting foreign trade companies, banks, and the customs and tax authorities. The system aims to speed up customs clearance and strengthen the authorities' ability to collect tax and duty payments. The Golden Customs project allows companies to submit import and export declarations to customs authorities, calculate duty payments, and check import and export statistics. This electronic data tracking system allows customs departments to verify a range of data through networks to facilitate customs management and prevent illegal activities, one of the initial conceptual attractions of the project (Wikibooks, 2009: 2).

e-Broadcasting: The Philippine Bureau of Internal Revenue (BIR) has introduced an electronic payment confirmation scheme using SMS (short messaging system on mobile phones) to guard against “fixers” who issue fake receipts to taxpayers. Called e-Broadcasting, the system provides taxpayers with direct confirmation within 38 hours that their payment has been received by the BIR's authorized agent banks. The system proved successful as a pilot project implemented in 2002 (Wikibooks, 2009: 2).

e-citizen portal: In October 2002, Singapore's eCitizen portal was declared the winner of the prestigious Stockholm Challenge Award in the e-government category. The portal won this award for being one of the best e-government initiatives for improving service delivery and interaction with citizens. The competing e-government projects were evaluated on the basis of four criteria, namely, Innovation, User needs, Transferability and Accessibility. A project was given additional points if it aimed at promoting social equality. Evaluation was also done on the basis of the project's impact on people, society, and the surrounding environment at large. The e-Citizen portal is a customer-centric, integrated, one-stop online access point for information on the Government of Singapore and its public services (IBS Centre for Management Research, 2010: 1). Through e-citizen portal (<http://www.ecitizen.gov.sg>), Singaporeans are able to access about 1,600 e-services pertaining to business, health, education, recreation, employment, and family. Of this, 1,300 e-services are completely transacted by citizens with government online. The e-citizen portal is divided into categories based on the real-life needs of every individual, with every single ministry and statutory board providing e-services through the same portal.

Singaporeans thus have one-stop access to government services; they are spared having to navigate through the bureaucratic jungle. A few of the popular e-services offered are: submitting application forms for purchase of apartments, searching for school information, employment search, career development, and voter registration (Wikibooks, 2009: 2).

Expanding E-Government: In United States of America the Presidents' Expanding E-Government Initiative has goals to "make it easy for citizens to obtain service and interact with the federal government; improve government efficiency and effectiveness; and improve government's responsiveness to citizens. It provides opportunities to transform delivery of services in the form of: *Individuals/Citizens: Government-to-Citizens (G2C)*; build easy to find, easy to use, one-stop points-of-service that make it easy for citizens to access high-quality government services; *Businesses: Government-to-Business (G2B)*; reduce government's burden on businesses by eliminating redundant collection of data and better leveraging E-business technologies for communication; *Intergovernmental: Government-to-Government (G2G)*; make it easier for states and localities to meet reporting requirements and participate as full partners with the federal government in citizen services, while enabling better performance measurement, especially for grants. Other levels of government will see significant administrative savings and will be able to improve program delivery because more accurate data is available in a timely fashion; *Intra-governmental: Internal Efficiency and Effectiveness (IEE)*; make better use of modern technology to reduce costs and improve quality of federal government agency administration, by using industry best practices in areas such as supply-chain management, financial management and knowledge management.

Agencies will be able to improve effectiveness and efficiency, eliminating delays in processing and improving employee satisfaction and retention (Forman, 2002: 3-5)

Siyakha: South Africa has implemented “Siyakha” that is a transformation of the South African Revenue Services (SARS) to improve tax situations for individual tax payers, business taxpayers and traders. Furthermore through on-line service of www.mytax.co.za the SARS has developed collaboration between the public and private sectors (Centre for Public Service Innovation, 2004: 60-61).

South Africa is witnessing severe costs due to the existence of Red Tape that can be reduced through the implementation of e-government tools as SMART Tape (Vyas-Doorgapersad, 2009: 463). Red Tape emerges “when formal rules, regulations and procedures related to the administration of service delivery are no longer effective in achieving the goal for which they were instituted and the cost of compliance is not justified by the benefit that the client receives” (Centre for Public Service Innovation, 2004). The SMART tape is deliberately designed to meet the criteria (obtained from Centre for Public Service Innovation, 2004): “the rule, regulation or procedure is both SIMPLE to understand and implement, as well as directed at fulfilling a SPECIFIC function in a service delivery process; their impact or effectiveness is MEASURABLE; they fosters ACCOUNTABILITY by assigning responsibilities unambiguously, their implementation is AFFORDABLE; they are RELEVANT and TRACKABLE”.

Source:

Centre for Public Service Innovation. 2004. Future Watch: From Red Tape to Smart Tape. Pretoria: DPSA.

Forman, M. 2002. The Expanding of E-government Components. E-Government Act of 2002. United State of America: Government Printer.

Vyas-Doorgapersad, S. 2009. The Application of e-Government for Increased Service Delivery in South Africa. The International Journal of Interdisciplinary Social Sciences. Volume 4, Number 1: 455-465.

Wikibooks. 2009. “E-government”. <http://en.wikibooks.org/wiki/E-government/Definition>. Accessed on 17 August 2011.

APPENDIX K

Table 3.1: Community Participation Planning

Planning phase	Methods for Participation
Analysis	Community Meetings organised by the ward councillor Stakeholder Meetings Surveys and opinion polls (getting views on how people feel about a particular issue)
Strategies Projects	IDP Representative Forum Public Debates on what can work best in solving a problem Meetings with affected communities and stakeholders Representation of stakeholders on project subcommittees
Integration	IDP Representative Forum
Approval	Public Discussion and consultation with communities and stakeholders
Monitoring and Implementation	IDP Representative Forum

Source: Kellerman, 1997: 5.

Kellerman, G. E. J. 1997. "Implementation of Development Projects and Programmes", in D. A. Kotzé (ed.). Development Administration and Management: a holistic approach. Pretoria: J. L. van Schaik Publishers.

APPENDIX L

COMMUNITY BASED CENTRES



Tsoga is the Xhosa word for wake up! It is also the name of a donor-funded, community-based NGO founded in South Africa in 1990 to aid the environment, fight local poverty and unemployment, and improve social conditions and quality of life for residents of the townships. Tsoga is present in a number of South African communities, represented by nearly 800 volunteer members, mainly women. In 1999 some 200 Tsoga volunteers were moved 20 kilometers from Langa to government-subsidized housing in the community of Samora Machel in the Philippi township, a suburb of Cape Town. Tsoga volunteers in this new community asked the city for an environmental education center from which they could conduct their activities. Being committed to sustainable development, the City of Cape Town provided land and funding, and Tsoga was eventually granted use of three municipal sites. Tsoga Environmental Resource Center in Samora Machel was erected on one of these sites in 2006. The building is owned by City of Cape Town and is rented by Tsoga. The project was funded by the City of Cape Town and the South African Department of Housing through the Human Settlements Grant.

It was also supported by the Western Cape provincial departments of Public Works and Environment and Planning (www.lonelyplanet.com/southafrica/tsoga environmental resources).

The mission of The Denver Foundation is to inspire people and mobilize resources to strengthen our community. Since 1925, The Denver Foundation has helped generous people like you to be catalysts for good by building charitable legacies. As Colorado's oldest and largest community foundation, we help people give back to Metro Denver in ways that are meaningful -- to them and to the community (www.denverfoundation.org).

Generosity Meet Stewardship

We steward the Community Endowment to meet the changing needs of the community now and for generations to come. The Community Endowment is made up of gifts from thousands of donors over the course of the Foundation's history. Earnings from the endowment help local non-profits through the Community Grants Program, Technical Assistance Grants, the Inclusiveness Project, and the Strengthening Neighbourhoods Program (www.denverfoudatio.org).

Generosity Meet Expertise

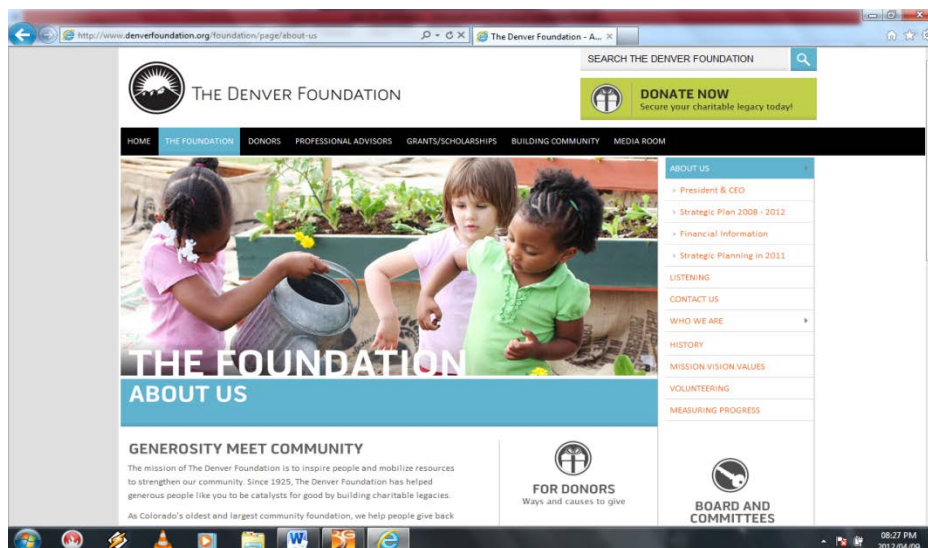
The Foundation currently assists Metro Denver individuals, families, and businesses accomplish their charitable goals by helping them design personalized charitable giving strategies and establishing customized, flexible donor funds. We currently manage more than 900 charitable funds giving donors the power of a private foundation without the administrative burdens. The Foundation offers expertise and experience in family philanthropic planning, provided free of charge or obligation (www.denverfoudatio.org).

Generosity Meet Leadership

We work with community and philanthropic leaders to address the core challenges that face Metro Denver (www.denverfoudatio.org).

About Community Foundations

Community foundations are charitable organizations created through gifts from people who care about a particular geographic area. Anyone can contribute any amount of money to a community foundation, which invests these gifts for growth and income. A community foundation then uses that income to make grants that strengthen their community. Community foundations operate in perpetuity, meaning that gifts made to them will continue to grow and provide resources for their own community forever. There are more than 700 community foundations throughout the United States and around the world (www.denverfoudatio.org).



APPENDIX M

IT SERVICES AT ELM

Operations

It includes the following:

- Staff compliment allocated to this function is: 2 X Operators.
- The above staffs are responsible for:
- Daily cash updates and backups of servers
- Daily/monthly/yearly operating schedules on Venus system
- Calls logged at the IT. Help desk
- Average 750 calls per month
- IT is experiencing a backlog of 4% on calls logged. This will be caught up once vacancies have been filled
- Maintaining a data library for backups taken of all servers
- Ensuring that DRP (Disaster Recovery Plan) procedures are done on daily basis
- Printing of Consumer Accounts (Water & Electricity, Rates)
- Average of 148,000 accounts per month

Software

The software function refers to the system support services and involves the following:

- Maintenance and support on software
- Installation of software
- Controlling access rights of all users to systems
- Legalization of software in use

- Ensuring data security by password controls
- Running of IT. Helpdesk to log calls.

Technical

The technical function is responsible for the maintenance on hardware and network infrastructure. Staff compliment allocated to this function is: 5 X Computer Technicians.

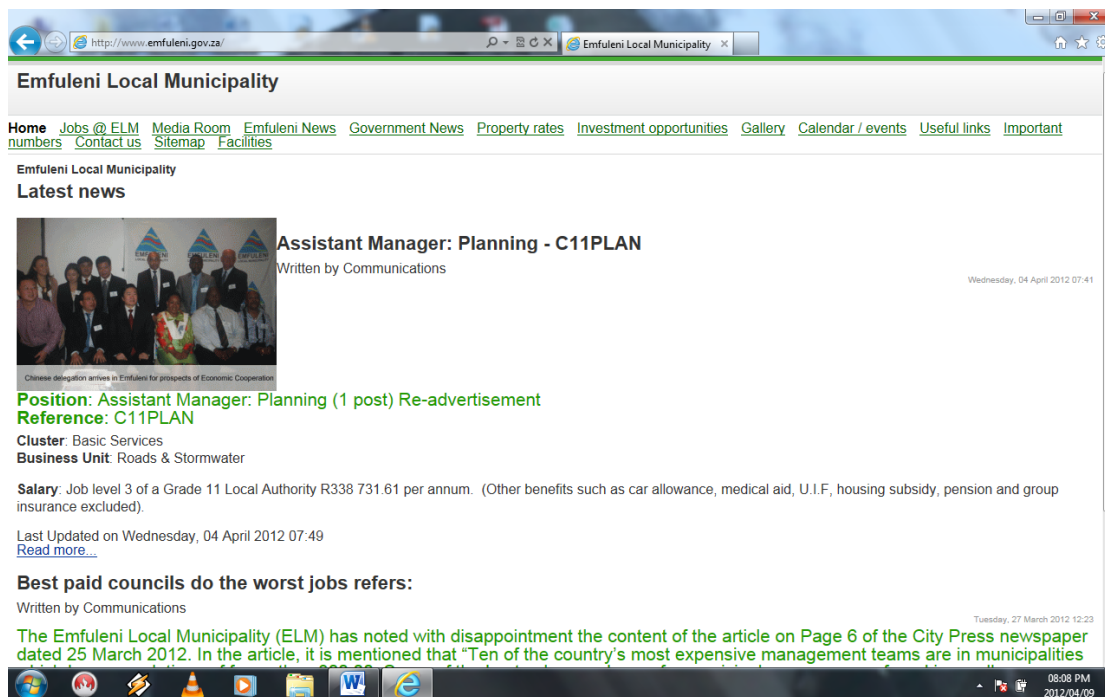
Administration

The administration function is responsible for the following:

Source: ELM. 2009. "IDP". www.ELM/strategic/planning/IDP/12007/2008.

APPENDIX N

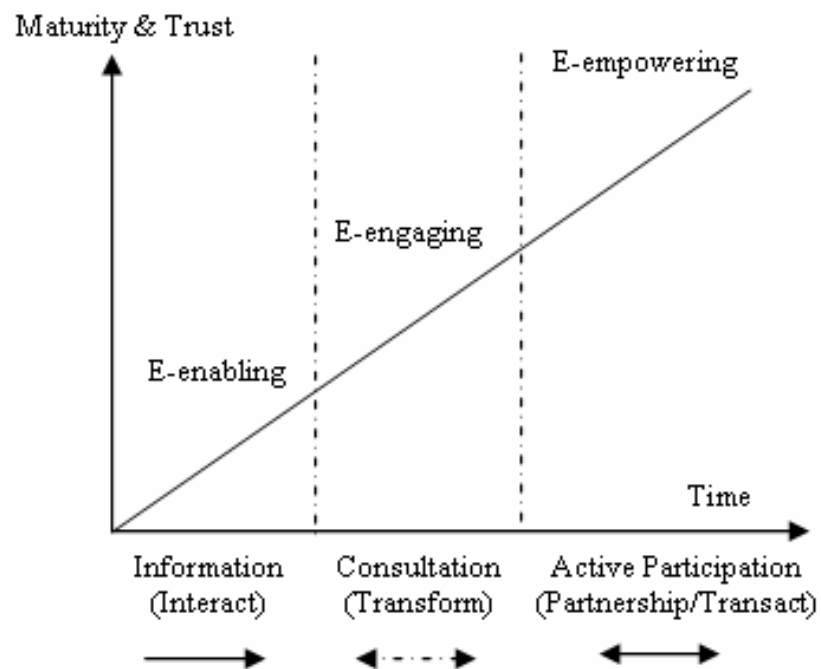
WEBSITE OF ELM



Source: <http://www.emfulei.gov.za>

APPENDIX O

E-PARTICIPATION AT ELM



Source: Islam, M.S. 2008. European Journal of e-practice: a publication of e-practice. Sweden: Swedish Business School. <http://www.epractice.eu.people/siraj>. Accessed on 18 May 2011.

APPENDIX P

PERMISSION TO CONDUCT RESEARCH



NORTH-WEST UNIVERSITY
YUNIBESITI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT
VAAL TRIANGLE CAMPUS

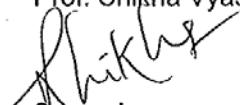
TO WHOM IT MAY CONCERN

This certifies that Ms D.I. Sefuli is a Masters candidate in Development and Management at the North-West University. Ms Sefuli is conducting research to complete a mini-dissertation entitled "The impact of e-government on enhanced community participation at Emfuleni Local Municipality".

It would be appreciated if permission would be granted to Ms Sefuli in order to conduct research on the matter. The purpose of the research is mainly academic.

Yours sincerely

Prof. Shikha Vyas-Doorgapersad



Supervisor

Tel: 016 910 3455

Fax: 016 910 3449

Email: Shikha.VyasDoorgapersad@nwu.ac.za



APPENDIX Q

RESEARCH QUESTIONNAIRE

Research questionnaire

Title: Investigation of e-government on enhanced community participation at Emfuleni Local Municipality

Respondents: IT staff member

Introduction

The researcher is pursuing a Master's Degree in Public Management and Development and will appreciate your assistance in completing the questionnaires as forthrightly as you possibly can.

Please give answers as comprehensively as possible

Gender?

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

Race?

African	White	Coloured	Indian
---------	-------	----------	--------

Do you have an understanding regarding E-government

Yes	No
-----	----

Do you think E-government has a positive impact on community participation?

Yes	No
-----	----

Rate the quality of E-government at Emfuleni local municipality

Very good	Good	Average	poor
-----------	------	---------	------

Name three important things that your interns learn during their internship about E-government?

What is the current state of E-government developments at Emfuleni Local Municipality?

Research questionnaire

Title: Investigation of e-government on enhanced community participation at Emfuleni Local Municipality

Respondents: IT interns

Introduction

The researcher is pursuing a Master's Degree in Public Management and Development and will appreciate your assistance in completing the questionnaires as forthrightly as you possibly can.

Please give answers as comprehensively as possible

Does the Emfuleni local municipality have any skills development programme in place for E-government?

Yes	No
-----	----

If yes, how often is the training offered?

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

Is the training offered to you relevant for your studies?

Yes	No
-----	----

Who offers the training to you?

.....
.....

As an intern how would you rate the quality of E-government offered to the community by EML?

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

Research questionnaire

Title: implementation of E- government for enhanced community participation at Emfuleni Local Municipality

Respondents: Employees- Emfuleni Local Municipality

Introduction

The researcher is pursuing a Master's Degree in Public Management and Development and will appreciate your assistance in completing the questionnaires as forthrightly as you possibly can.

Please give answers as comprehensively as possible

Does EML have any E-government employee training programme?

Yes	No
-----	----

If yes, how often is the training offered?

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

Do you think E-government is promoting community participation?

Yes	No
-----	----

If so, in what way

List three things that the community can access from the EML website?

Do the adequate resources to improve employees understand on E-government? And are these resources consistently available?

Research questionnaire

Title: The impact of e-government on enhanced community participation at Emfuleni Local Municipality

Respondents: Community members

Introduction

The researcher is pursuing a Master's Degree in Public Management and Development and will appreciate your assistance in completing the questionnaires as forthrightly as you possibly can.

Please give answers as comprehensively as possible

Gender?

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

Race?

African	White	Coloured	Indian
---------	-------	----------	--------

Indicate your economic status

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

Do you know anything about Electronic government?

Yes	No
-----	----

Does E-government in your view lead to community participation?

If Yes	If No
--------	-------