



Research Article

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Received: 12 January 2022 / Accepted: 10 October 2022 / Published: 5 November 2022

Digital Public Administration and Inclusive Governance at the South African Local Government, in Depth Analysis of E-Government and Service Delivery in Musina Local Municipality

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DOI: <https://doi.org/10.36941/ajis-2022-0154>

Abstract

This empirical paper seeks to address the challenges related to digital public administration and e governance at the South African Local government during the time of Covid 19 pandemic which affected the global village. The world is moving from manual way of doing things to technological ways of delivering services which is digital public administration. However, in the process of implementing digital public administration, there are consequences which the society at large is likely to experience more especially the poor people in the rural villages of South Africa. Digital transformation of public administrations is a way of trying to fasten the service delivery, and make the services cheaper and better, and save time. E-government improves efficiency and increases user-friendliness and accessibility. It also helps promote ethical practices and reduce the risks of corruption in the public sector. Effective e government is so critical in public administration today because majority of the people are using technology to access some of the services, although the poor are still struggling.

Keywords: Community, Citizen participation, E- government, Service delivery, 4IR, Digital public administration

1. Introduction

The South African government just like any other government in the world would like to tap into digital public administration for the sake of fast-tracking service delivery. It is important that all the three sphere of government is implementing digital public administration especially during this time of covid 19 to avoid unnecessary protests by the community and ensure that services are rendered online. However, the future of governments and society on e-government is driven by information and communication technologies (ICTs) and will depend on their ability to embrace digital technologies (Manda and Backhouse, 2017).

According to Allen (2019) South Africa can use technology to address some of its fundamental problems of lack of service delivery which is a serious concern to the people of this country, high unemployment rate, poverty, and inequality. The country could take advantage of this digital technology that is growing and to industrialise, attract investment all over the globe and empower its

citizens. However, there is a major concern and that is scarce viable resources (IT infrastructure, complex economic base, skills, digital technologies) required for the successful adoption and utilisation of new technologies required for such a 4IR-driven economy (Manda and Backhouse, 2017). Without sufficient resources South Africa will never be able to implement digital public administration and this means the country will be going backwards while this is the only solution especially in times of pandemics.

The idea of migrating from paper-based system of public administration to electronic public administration is the way to go, more especially in this century where everybody is using technology to access certain services in both public and private sector. It is important that the government of South Africa takes this digital public administration so serious for the sake of development of the society, (*Batho Pele*) which means people first, as they claim. Digital public administration must be given serious consideration in the developing countries like South Africa not only for its potential for stronger institutional capacity-building, but for better service delivery for citizens, reduction of corrupt activities by officials and ensuring that there is always interaction between the society and their government (Cloete, 2012).

The aim of this study was to explore the response of South African government in its bid to achieve the goal of service delivery, inclusive digitally public administration and e governance in the country during the covid 19 pandemic.

2. The Concept of E- Government

According to Norris and Moon (2005) they define E-government as the laydown of the concept of information and communication technologies (ICT) in public administrations which is interlinked with organisational transformation and possession of new skills, it is equated to the provision of services by public sector through technology or online (Gronlund, 2010). Democratic processes, public polices, and enhanced public services are the unprejudiced intent of e-government. This is a web-based internet application whereby citizens are able to access government information at all times (Fang, 2002), the availability of government services and information through electronics for 24 hours per day, seven days per week without any interruption. It is an impossible task to try and limit the concept of e-governance to a certain term, this is because it is "an evolving and diverse collection of practices", and this will take some governments years to perfect it because it requires certain skills and knowledge.

It will be difficult for any government to practice e government without the understanding of what e-government is all about. This is government initiatives which happens to be complex and intended to use new and emerging technologies to support a transformation in the operation and effectiveness of government derived from government reinvention to deliver and serve the society, which is one of the functions of government. It has got advantages of its own if effectively implemented by public officials (Fang, 2002). The digital public administration and other new digital technologies have great potential to change the way in which government officials operate and deliver services, the ability to inflate a series of public services or making it a priority to deliver services that are of higher quality to all community members, more especially those that were denied access to such services during the politically disadvantaged years of South Africa. Moreover, if the citizens are granted digital access to public services in urban areas, it will give hope to citizens in rural communities also because they may be able to exploit scale economies by tapping into the urban market, thereby allowing them to provide a near-efficient level of service provision (Edmiston, 2003).

3. Theoretical Framework

3.1 Theory of System Change

Theory of system change plays a critical role in e government because it explains the changes to the government system and administration in general. This theory highlights how the use of new technologies will inevitably lead to new forms of government and the role of the 4IR. For e government to function properly, the government that is implementing it must have ICT experts and everybody must be able to participate in this technology and have access to internet. Using ICT in government entities can be perceived as a reciprocal reinforcement process that leads to a shift in the government system, with new and more complex forms of control and discipline being implemented in order to ensure stability and predictability. This will also help in terms of fasten service delivery, only if people are able to use this technology (Bekkers and Meijer, 2012).

Coursey and Norris (2008), lamented that interactive, transactional, and integrated e-government is far greater. Governments should use it to facilitate interactivity, transactions, and integration. If implemented properly, e-government should be able to achieve e-participation or e-democracy, as well as a significant shift in the interaction between governments and citizens. The local governments should be able to provide information through their website, hence is important to invest on IT and skills development. E-government will help in trying to respond to the customer need. Provision of good quality services should be prioritised and it's important that e-participation is taken into consideration, and this will help strengthen democracy in the country.

4. Problem Statement

The South African government realised the fundamental importance of e-government and started with its implementation in recent years. However, there are serious challenges when coming to implementing this e-government. The purpose for the introduction of e government was to try and improve the standards of service quality and increasing the overall efficiencies of government. According to Naidoo (2012), as much as there is an implementation of e-government, there are still some serious gaps which need to be closed in the South African public administration. In terms of service delivery, South Africa is faced by a multitude of challenges, including poverty, inequality, corruption, insecurity, illiteracy, and a skills shortage, to name a few. There are those community members who believe that e-government will not work in the country because of lack of resources, lack of internet access by the community members. At the local level where unemployment is very high, people do not afford internet. Therefore, due to the shortage of ICT skills and the state's limited capacity to deploy the necessary task force, the South African public sector is still having difficulty implementing the Information Society Development Plan (ISAD) (Mutula and Mostert, 2010)

5. Literature Review

5.1 E- government in the South African Public Sector

The South African government realized the significance of initiating an Information Society and utilizing the power of ICTs for the country and citizens' economic as well as social development (Lee and Baskerville, 2003). The government recognized the need for reform and transformation of its core activities in order to improve the effectiveness and efficiency of processes and make them more citizen cantered. Their strategy revolves around the need to manage information, internal functions, and serve businesses and citizens. E-government is a part of the transformation of the public sector, which is guided by the principles of public service for all and Batho Pele. Recognizing that this transformation would be difficult, changes in how officials think and act, how they view their positions, and how they exchange information among departments, corporations, residents, and their

own workers were all necessarily needed, according to the government after careful assessment. It necessitated reengineering government business processes, both within agencies and across the board (Drucker, 2001).

E-government and information and communication technology (ICT) were seen as components of a larger government modernization initiative. It was widely acknowledged that simply adding computers or modems, or standardizing the same old procedures and practices, would not improve government. It's not productive to make ineffective procedures more efficient (Lee and Baskerville, 2003). Focusing solely on computers will not result in officials providing better service to government customers and partners. Leaders were forced to consider how technology could be used to achieve reform goals. The use of information and communication technology (ICT) was deemed worthy of enabling and empowering government reform.

The e-government vision was informed by Vision 2014's growth and development priorities, as well as the Millennium Development Goals, in which ICTs were viewed as a tool for achieving those goals within a wide-ranging and incorporated developmental approach, rather than just as infrastructure. E-government, as well as e-services and e-participation, were seen as critical pillars in the development of a South African Information Society. The goal of achieving e-government in South Africa was to provide services based on citizens' life episodes that had been following a series of events for a long time. Such services were to be made readily accessible to all citizens regardless of the time, geographic location and through different access devices and media (Bertot and Jaeger, 2006).

The minimum Information Security Standards, Handbook on Minimum Interoperability Standards, Electronic Communications Transaction Act of 2002, Law Commission Issue Paper on Privacy Public Service Act, and The Electronic Communications Bill, were the proposed legislations that will transform South Africa for the better, they were among the policy measures identified as critical in creating an enabling environment for the implementation of e-government, its implementation was also made possible by the Public Service Regulations of 2001 (Belanger and Hiller, 2006).

The benefits of e-government to many countries during this health crisis are numerous, for example: online interaction improves government-citizen engagement; an effective flow of bidirectional information allows citizens to participate in the governance process and thus promote trust in their elected representatives; high interactivity enhances transparency and the quality of public service delivery; and e-government is a dependable integral part of accountability (Davison, Wagner and Ma, 2005).

E-government is frequently promoted as a means for governments worldwide to improve proficiency and service delivery to citizens and businesses (Ebrahim and Irani, 2005). As a result, e-government has become more than a choice for countries seeking good governance and high-quality public service delivery, particularly during the Covid-19 pandemic. Greater citizen participation in politics, improved transparency in government administration, and reduced public sector corruption are all huge advantages of e-government. Using various e-Service platforms such as national admin portals, mobile apps, and social media platforms, countries can provide relevant health and safety related information and emergency contacts during a global health crisis such as the covid-19 pandemic (Destiny and Omar, 2020).

During this worldwide epidemic, technological innovations have the potential to help the South African government adapt to its issues, which include better service delivery, procurement, efficient working, and communication with citizens and businesses. In South Africa, e-government initiatives are being implemented on a variety of fronts and in a variety of ways (Evans and Yen, 2006). During this time of crisis, the South African government hopes to provide better and faster service to the public by implementing e-government initiatives.

During this period of covid-19, the government of South Africa, like other countries dealing with it, has recognized the importance of e-government in providing and improving service quality while also increasing overall government efficiencies. As a result of this recognition, the government has

committed to investing in ICT infrastructure in order to meet their constitutional obligation of providing services to people, even in the event of a global pandemic. Information and communication technologies are critical during this period in south African with regards to fighting poverty and uplifting the socio-economic and living standards of the people even in trying times (Bojang, 2019).

South Africa has recognized that information and communication technology (ICT) has the ability to empower individuals to overcome development constraints, address social challenges, and enhance democratic institutions during this epidemic (Chen, 2006). It is important to note, however, that in order for a country to gain from ICTs, technology must be adopted and used efficiently. The South African government is implementing e-government with a number of poverty alleviation programs, such as the Social Relief of Distress (SRD) grant and food relief programs, which can all be accessed online.

While the government has had some success with e-government implementation in South Africa, there have been some challenges. The high disparity in digital gap across many regions of South Africa's provinces, lack of leadership and institutional readiness, high cost of IT systems infrastructure, and low literacy in the use of technological means for governance, human capacity, legal framework, and internet connectivity are just a few of the challenges of e-government adoption in South Africa (Bojang, 2019). To summarize these difficulties, most communities, or rather villages, lacked the necessary devices to participate in e-government, and they lacked the necessary devices to access most of the services online as part of this strategic e-governance move

According to (Dada, 2006) this contributed to the failures of e-governance in South Africa; however, the majority of these issues have been addressed, and progress has been made in ensuring that the implementation of e-governance does not jeopardize communities' rights to municipal services. Some of these obstacles have resulted in a much slower rate of e-government adoption, resulting in vastly untapped e-government potential. E-governance requires a significant amount of money to be properly implemented, and because South Africa has been in financial distress due to the pandemic, it is becoming more difficult for it to implement e-governance efficiently and effectively (Dandjinou, 2007).

5.2 *Service delivery through e-government*

Service delivery is an important aspect of a country, in fact governments exists for the sole purpose of service delivery. In South Africa, there continues to be high expectations from the citizens to the government with respect to improved delivery of service and of closer consultation with citizens (Rakate, 2006). Based on the current state of service delivery in south African municipalities, such expectations are not inimitable to this country, and in this regard all government must be able to recognise that the implementation of e-government systems affords them the opportunity to enhance service delivery and good governance. The implementation of e-government has been widely acclaimed in that it provides new incentive to deliver services effectively and efficiently (Crous, 2006). Service delivery is the government's main focus point or rather key task. It can be said that the government exists among other reasons because it is the only structure that can adequately provide the guidance of certain critical services such as public order, safety, infrastructure, management, and maintenance of public roads and basic needs such as water and electricity, and also sanitation and waste removal. Traditionally, government services have been delivered in person, by individual departments in different locations, and often using paper forms. However, with e-governance and its services (e-services) the government is now able to deliver services to citizens anytime, anywhere, and on any platform or device, and also, the citizens will be able to easily access services at any time and they'll be readily made available by the e-government system (Crous, 2006).

E-government is a method for governments to use cutting-edge information and communication technologies, especially web-based Internet applications, to provide citizens with more convenient access to government information and services, improve service quality, and expand opportunities to participate in democratic institutions and processes (Dandjinou, 2007). In the last

year, citizens' interactions with government have changed dramatically at all levels. The coronavirus pandemic highlighted the vulnerability of critical government service delivery systems, as well as the aging technology that underpins them. It exposed cracks that had formed over years of patchwork fixes and outdated technology, forcing agencies, particularly at the state and local levels, to act. State and local governments required modern solutions at the start of the pandemic to provide government workers with the tools they needed to maintain service delivery at a time when citizens relied on their governments the most. Citizens' needs are still changing a year and a half after the pandemic began (Carter and Belanger, 2005).

This goes to show that service delivery through e-governance in south Africa was not given enough attention until the global pandemic of covid-19. Now the problem is that even with this pandemic, there is some struggles with regards to the implementation of e-services through e-government (Cojoianu, 2020). There are areas that are unable to access those services due to their geographical location and issues pertaining network coverage. This bring the question of whether the government is decimally failing to enhance its e-governance system of service delivery, or it is not yet capacitated to function as an e-government (Evans and Yen, 2006).

5.3 E – Participation

E-participation is defined as the use of electronic means to encourage public participation in government decision-making or rulemaking. It is further defined as the use of information and communication technologies to broaden and intensify political participation by allowing citizens to connect with one another and with their elected representatives (Dandjinou, 2007). It is the use of Information and Communication Technologies by citizens to participate in various democratic processes of a country. E-participation is aimed at promoting the inclusive and conscious participation or rather inclusion of citizens in decision making, mostly when it comes to issues of governance (Ndou, 2004).

The decision whether e-government is a success or failure is best effective when evaluated through public participation, thus e-participation is an important integral of e-governance. The ability of constituents to be able to access public services is also a very significant or necessary part of e-government, but not sufficient without the interlink of e-participation. E-government requires facilitating, broadening, and deepening openness and citizen participation. E-government need to be evaluated through participatory dialogue and interaction for its success to be declared effective. With this being said, it can be agreed that during this covid-19 pandemic, south Africa has levelled up with its e-participation through e-governance and has ensured that there's outmost participation from citizens all over the provinces in the country, meaning that everyone has access to e-government (Ndou, 2004).

6. Methodology

Methodology is a philosophical framework within which research is conducted or the foundation upon which research is based, and it aids in understanding why a particular study is carried out (Malatji, 2021). It is a specific technique used to identify, select, process, and analyse information about a particular research topic, it is the understanding of important scientific methods, being able to respond to questions systematically with the support of credible data (Strauss and Corbin 2000).

The researcher made use of qualitative research method and the rationale behind the usage of qualitative method was basically influenced by the nature of the study. During the process of data collection, the researchers developed the interview guide for the purpose of conducting structured interviews where respondents provide explanation physically to the interviewer, explanation that would give a broader understanding of the study. The interview guide was developed and written in English but during the interviews, the researcher translated the questions into local language. The advantage of using local language when collecting data is that participants are able to make

contribution using their languages and that way they are able to share more information with the researcher.

7. Objectives

The study sought to investigate the usage of digital platform in public administration to deliver services in Musina Local Municipality.

The study seeks to examine the challenges experienced by both municipality and the communities on e-government during the time of Covid 19 Pandemic.

To find out if the community can use and access municipal services online during the pandemic.

8. Study Area

The study was conducted at Musina, a town which was previously referred to as (Messina), it falls under Musina local Municipality. It is situated in the Northmost of the Limpopo province here in South Africa. This town was previously known for mining several minerals (i.e., Iron ore, coal, magnetite, graphite, asbestos, and copper), but currently it only mines diamonds and semi-precious stones. The town is situated near the confluence of the Limpopo River with the Sand River and the border to Zimbabwe. It has a population of between 20,000 and 40,000 in it. Now, considering the large population of this town, the research only covered the Matswale section, with specific attention to ward 2, ward 5 and ward 6 of that area.

9. Sampling Technique

The study used purposive sampling to sample Municipal officials for the information they each have and because they are a representation of the community members in governmental office. Purposive sampling is a nonprobability sample, that is often known as a judgemental or expert sample. For the community members, the study used simple random sampling because, all the community members are equally affected by the same issues of service delivery and due to accessibility constraints, only the few selected community members at random were able to partake in this study. Simple random sampling is a subset of a population chosen at random. Each member of the population has an exact equal chance of being chosen using this sampling method (Creswell, 1994).

10. Data Collection Techniques

10.1 Interviews

The researcher conducted one on one interview with the municipal officials of Musina Local Municipality to try and understand how digital public administration or e-government assists the municipality in terms of fastening service delivery and also how it benefits the communities of Musina. The researcher used the interview guide to facilitate the interviews with the officials.

10.2 Focus group discussion

Focus group discussions are very fundamental in this type of studies because it allows each participant to give their views and opinions on issues which affect their lives. The good thing about focus groups is that there is no wrong answer, only the researcher can choose the information that is relevant to the study and use it for analysis. Community members from all the wards selected came and participate in the discussions and made greater contribution towards achieving the objectives of the study.

11. Findings

11.1 *Insights from the Municipal Officials*

11.1.1 *Implementation and usage of e-government in Musina Local Municipality*

The municipal official indicated that the municipality is not yet fully capacitated to can use online services. The only online services that most community members are using is the one for purchasing electricity, other than that there is no any online services here. One of the reasons for lack of implementing e-government is mainly due to lack of adequate resources and the necessary personnel to help facilitate the process of service delivery through technology. Majority of the community members still rely on counter services, people will come here early in the morning just to pay for water, something that they can do online sitting at home provided there was online services. It is very unfortunate that the community members are forced to come to the municipality even during this time of Covid 19 pandemic just to access municipal services because the municipality doesn't have resources to render online services.

"To be honest I think it will take a long time until we adopt the use of e-government" said the official.

There is a need for government to train more ICT personnel, without such skills the municipality will not in any way be in a position to offer those online services and this continue to have a negative impact on the society and the municipal employees. The other issue is that there are lots of people who are still struggling with using technology to access some of the services, and it is important that the public sector work together with the private sector to educate the communities on the use of technology to access certain services. With more trained ICT personnel in the public sector, quality services will be delivered.

11.1.2 *The role of Municipality on implementing e-government*

The municipality is not ready for digital public administration and is not prioritizing e-government as it should, it is failing to put necessary funds in the right places to ensure the smooth facilitation of e-government. Also, this municipality does not invest in the IT department, "how then do you think we will be able to bring electronic government to the people without the necessary personnel and resources?... In my understanding this is where we are failing as a municipality".

Local government plays a critical role as the last sphere of government which is closer to the people and one of their key roles is to provide basic services to the local people. With the introduction of e-government it was expected that the local governments will improve in terms of provision of services and get rid of corruption in government. Despite all this challenges, there are municipalities which are still not ready to implement digital public administration. People are now living in a world full of technology, the fourth industrial technology, 4IR and it is important that South Africans are able to move forward and implement this technology for the sake of service delivery.

11.1.3 *Importance of Digital Public administration*

Municipal officials mentioned that they see the importance of digital public administration because everyone these days is into internet, even the little kids are now growing up in the influence on internet, so taking government online would be good since it will not only be enhancing the government's state of service delivery provision but also accommodating the upcoming generation that is highly functional on the internet to access services and also to ensure that they participate in government activities through e-participation.

The world is evolving right now, we are getting warmed up for the 4th industrial revolution, so it

is important for the government to also make a clearly defined way for digital public administration into the public sector to fast-track service delivery issues. If only the government invest of ICT and train more personnel, the e-government will be effectively implemented, and this will help in avoiding service delivery protests. Some of the protests are as a result of lack of services and this frustrate community members more especially when they pay for the services, but they are not getting value for their money.

11.2 Insights from the community members in a Focus Group Discussion

11.2.1 Usage and knowledge of e-government on public administration in Musina Municipality

When asked about the knowledge and usage of e-government on service delivery, majority of the participants from the focus group indicated that they do not know what e-government is and they have got no idea how it works, if it works.

One participant indicated that he has heard a bit about it, not much though:

"I think it is this system of internet where you buy electricity and pay water bills at your place without going to the municipality offices. It is convenient, but I don't think we would survive with that thing here in musina, people don't have money to buy data to facilitate it".

Another respondent who works as an IT technician I one of the local companies mentioned that he is aware of this electronic government. However, the government has long adopted e-government, but it has never been effective. It works in a sense that the residents or citizens are supposed to receive services from government electronically. Meaning that the clients will have to access most of the services online, for example, the electronic government was designed in a sense that if you need to apply for a driver's license, you can easily do it without failure online, it is just that south Africa is not implementing this system well, it is just shelved. Majority of the people are not happy with the way in which this e-government is implemented, they believe that the problem is with government or administrators.

"I have only heard about it in totality theoretically, practically, I haven't seen t been implemented. South Africa has a tendency of introducing things for the fun of it and never make it work. How many times have you seen ques at home affairs or traffic departments? This e-government was supposed to reduce these ques but there still isn't much. We are still struggling" One participant lamented.

There are those community members who really would like to see this e-government effectively implemented to avoid those long ques in government departments like Department of Home Affairs and others, and that include Musina Local Municipality. Nonetheless, in the community of Musina, there is still a large number of old people who are illiterate, and they find it difficult to access some of the online services. This digital public administration is a good thing provided all the community members are included and not excluded from the services. There will always be that gap which will require the traditional way of governing for the sake of the unlearned citizens in this community, you will agree with me that there isn't many educated people in musina in the elderly groups, and they live alone in their homes, so clearly, they will still prefer to go traditional way. Those who have access to internet they can use it and it will be so beneficial to them because they will avoid unnecessary lines, especially during this time of Covid 19 pandemic, and this will help in reducing the infection and spread of this pandemic. This will fasten service delivery and it will be good for the government. The other import point that the participants mentioned throughout the discussion is the issue of corruption in the country which is very disturbing. They believe that if e-government could be effectively implemented it will eliminate the element of corruption at the municipalities. When services are rendered online, the more transparent the government will be, there won't be anyone to steal your money and rob you of resources to fulfil your service delivery.

"I would rather do everything online. You will be surprised how safe technology has become. You even leave your money at the bank with strangers what more safety do you want"

Some members of the communities indicated that they would rather go digital to avoid unnecessary delays. Going up and down because of these things of the municipality is tiring. It is time now that the government goes to the people.

11.2.2 Readiness and Challenges of Digital Public Administration by Communities of Musina

With regards to the readiness for digital public administration, participants showed that majority of the community members are not ready for e-government at all. They indicated that during the level 5 lockdown because of covid 19 pandemic they were forced to pay municipal bills and buy electricity online but that doesn't mean they are ready because some do not even have internet access. To access online services, you need to have access to internet which majority of the community members do not have. Some do not afford data for internet, how then will they access online services, this is not for everybody, it is for certain people. The other contribution factor to lack of readiness is lack of trust to municipality by the community members, they do not trust the local municipality with anything. Because they are not used to online services, they are only used to counter or traditional way of paying their bills they think they might end up paying a lot of money for some of the services.

"This municipality is full of corruption" Says one of the participants.

When you go to the municipality to pay hundred rand (R100) for water, you only pay that amount and they give you a receipt to show that you have paid, so if you pay online what if they take more money instead of hundred rand. Majority of the participants in this group discussion showed that the municipality is very slow in everything, and they doubt this e government will ever work or effectively implemented. One of the things they mentioned was that the municipality should capacitate them, they need some information on how e-government works and how is it going to be useful to them.

12. Recommendations

It is recommended that a successful e-Government should be able to attract citizens who are already connected online to use online services while encouraging the rest of the community members to go online. Government should ensure that those who are not online start to access information on the municipal website to fasten services. The municipality should educate the community on e-government and make them aware of the impact it has on service delivery and eliminate corrupt activities. It is further recommended that the South African government should invest on ICT and skills development for effective implementation of e-government.

13. Conclusion

There is mixture of blessings when coming to digital public administration. Some of the community members see this as an opportunity to get rid of corrupt activities and fasten the delivery of services in different communities, while some are of the opinion that it will not work for the local people because of access to internet and lack of resources. South Africa will always find it very difficult to effectively implement e-government countrywide because of shortage of skills and infrastructure. There is a serious need for Information Communication Technology (ICT) skills development, and this is one of the contributing factors towards lack of effective implementation of e-government. Some municipal officials are ready for e-government because they see the importance and the need for effective service delivery. However, the government is not prioritizing online services and that is why there is still large number of people who flock to the municipal offices to access certain services.

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