

**EXAMINING THE PRACTICE AND ROLE OF E-GOVERNMENT:
THE CASE OF PRESIDENT'S OFFICE ETHICS SECRETARIAT**

**EXAMINING THE PRACTICE AND ROLE OF E-GOVERNMENT:
THE CASE OF PRESIDENT'S OFFICE ETHICS SECRETARIAT**

By

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**Dissertation Submitted to the School of Public Administration and Management
In partial Fulfillment of the Requirements for the Award of Degree of Masters of
Science in Human Resource Management of Mzumbe University**

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CERTIFICATION

We, the undersigned, certified that we have read and hereby recommend for acceptance by the Mzumbe University, a thesis entitled examining the practice and role of E-Government: The case study of president’s office ethics secretariat in partial/ fulfillment of the requirements for the degree of Master of Science in Human Resource Management of Mzumbe University.

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DECLARATION

I, **Majid Pharis Mohamed**, do hereby declare solemnly that this research proposal is the result of my own effort. It has not been presented in the same way to any other University or Higher Learning Institution for a similar award. This is my original work.

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DEDICATION

I specially wish to dedicate this study to my lovely late uncle Ahmed Mushi may his soul rest in peace.

LIST OF ABBREVIATIONS AND ACRONYMS

E –GOVERNMENT	-	Electronic Government
EGA	-	E- Government Agency
ES	-	Ethics Secretariat
G2B	-	Government to Business
G2C	-	Government to Citizen
G2E	-	Government to Employee
G2G	-	Government to Government
GIS	-	Geographical Information System
HCMIF	-	Human Capital Management Information System
ICT	-	Information and Communication Technology
IMF	-	International Monetary Fund
IMFS	-	Integrated Financial Management System
IT	-	Information Technology
LGA	-	Local Government Authority
LMS	-	Land Management System
MDAS	-	Ministries, Department and Agency
MKUKUTA	-	Mkakati wa Kupambana na Kupunguza Umasikini Tanzania

NPM	-	New Public Management
PO PSM	-	President Office Public Service Management
PPP	-	Public Private Partnerships
SLA	-	Service Level Agreement
TEHAMA	-	Teknolojia ya Habari na Mawasiliano
UN	-	United National
VSAT	-	Very Small Aperture Terminal
WB	-	World Bank (WB)

ABSTRACT

Information and communication Technologies (ICT) has changed the way people do things, so do the governments service provision. E-government refers to the use of information technologies like wide area network, the internet and mobile computing by government departments and agencies to transform relations with citizens, businesses, and other arms of government. There are benefits in as far as the e-government is concerned, they include: E-Government initiatives improve efficiency, improve access of information, enhance quality of service delivery and improve trust relationship of government and citizens. All these are the E-government roles at President's office ethics secretariat.

E-Government implementation results in huge cost and time savings to governments and citizens, however, there are challenges in implementing e-government which include human, infrastructural, financial, legal framework and political aspects.

This study was about examining the practice and role of E-Government, a case of President's office ethics secretariat.

The case study research design was applied. The sample size comprised of 60 respondents while simple randomly and purposive sampling techniques were applied. The methods of data collection included questionnaire, interview and observation.

According to the findings, the large proportion of respondents revealed that there are challenges which to the large extent hinder effective functioning of E-government roles. These challenges include: human aspects challenges, infrastructure, financial, political and legal framework challenges.

It was recommended that there is a need for proper policy and legal framework that can help to support the practice and roles of E-government in ethics secretariat. Furthermore, it was recommended that the ethics secretariat must increase cooperation with various international agencies like USAIDS, CIDA and other stakeholders to

invest more on E-government so that they can fully support the system and provide viable infrastructure for the development and practice of E-government.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

E-Government is considered as the application of Information and Communication Technologies (ICT) to support processes within the government as well as provision of services to individuals, organisations and business related activities. Ni and Ho (2004) asserts that E-government includes all government's effort to advance relations, communication and delivery of government information, services to citizens, industry, employees and governmental bodies via computer and web-enabled presence.

Importance of IT/ICT in improving organisations' operations for enhanced delivery of services to their respective customers does not need to be overemphasized. IT as enabler plays a critical role in increasing efficiency, reducing cost and time in implementing various activities within organisations. Furthermore, IT has a strategic fundamental role that facilitates and accelerates achievement of organisations strategic goals and objectives leading to organisational business growth and provision of quality, affordable and sustainable services to customers.

In recognition of this fact, in 2004, the Government of Tanzania through President's Office initiated an e-Government programme that aimed at ensuring effective application and use of IT/ICT in MDAs and LGAs operations. This transformation of Government services is critical for enhancing provision of e-services within and between Government-to-Government, Government-to-Business, Government-to-Community, Community-to-Community, and Business-to-Business as well.

In view of this, and in the need to expedite the promotion of IT and e-Government initiative in the Public Services, in 2010, the Government established an e-Government Agency (EGA) charged, amongst others, with responsibilities for providing coordination role, providing guidance, regulations, standards, and ensuring compliance

of technical operations in MDAs and LGAs for provision of quality, affordable and sustainable services to customers.

1.1 Organisation profile of President's Office, Ethics Secretariat

The Ethics Secretariat is an independent Government Department under the President's Office entrusted with powers to monitor the conducts of public leaders and is established under Article 132 of the 1977 Constitution of the United Republic of Tanzania. Its mandate is to implement the Public Leadership Code of Ethics Act, No. 13 of 1995 as amended by the Act No. 5 of 2001. Article 132(1) of the constitution provides that, "there shall be the ethics secretariat which shall have powers to inquire into the behaviour and conduct of any public leader for the purpose of ensuring that the Provisions of law concerning the Ethics of public leaders are duly complied with".

The Act came into operation on the first day of July 1995 and it applies to Tanzania Zanzibar as well as to mainland Tanzania in respect of public officers holding offices under the Union Government.

The Public Leadership Code of Ethics Act was enacted to provide for a legal mechanism for administering the behavior and ethical conduct of public leaders mentioned therein. Prior to the enactment of this law, ethics for public leaders was administered by the committee for the enforcement of the Leadership Code Act of 1973. This law established the special committee which was entrusted with the duty of enforcing it. The law was repealed in 1992 following the introduction of multiparty political system and economic reforms. After the repeal of this law, there was erosion of public leaders' ethics to the extent that the peoples' confidence in government was diminished (brochure on Act No.5 of 2001). To bridge the gap that was left by the repealed committee the leadership Code of Ethics, Act 1995 was enacted.

The functions of the Secretariat are:

- To receive and entertain all allegations in respect of any public leader, whether oral or written, from the members of public without inquiring as to the names and address of the person who has made the allegation.
- To initiate and conduct any investigation in respect to breach of ethics prescribed under this Act.
- To authorise any officer of the Secretariat, supported by a warrant issued by a magistrate, to investigate any bank account of a public leader.
- To require any person to disclose or produce any information on accounts, documents or articles as may be required.
- To require a public leader suspected to have submitted a false declaration to confirm or amend the declaration (The Public Leadership Code of Ethics, Act No. 13 of 1995).

The Ethics Commissioner is appointed by the President and is the head and Chief Executive of the Ethics Secretariat. The president also provides for the staffing of the Secretariat and for the taking by them of the oath of secrecy in respect of matters handled by them. (The Public Leadership Code of Ethics, Act No. 13 of 1995). There is the Ethics Tribunal which conducts public hearings of complaints. Under the Commissioner there are two secretaries, one is responsible for public and Parastatal Organisation Leaders and the other is responsible for Political Leaders.

1.2 Background of the problem

E-government refers to the use by government agencies of information technologies (such as Wide Area Networks, the Internet and mobile computing) that have the ability to transform relations with citizens, businesses and other arms of government. These technologies could serve a variety of different ends: better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management. The resulting benefits can be less corruption, increased transparency, greater convenience, revenue growth, and/or cost reductions. Traditionally, the

interaction between a citizen or business and a government agency took place in a government office. With emerging information and communication technologies, it is possible to locate service centers closer to the clients. Such service centres may consist of an unattended kiosk in the government agency, a service kiosk located close to the client, or the use of a personal computer in the home or office. The e-government is supported by the regulations and policies of e-governance, bringing together IT governance and global governance, as well. This is in turn supported by the digital society developed by the connected environment. However, the society must contend with the effects of the digital divide, which represents those members of the society who cannot or will not access the connecting infrastructure.

The International Monetary Fund (IMF) and World Bank (WB) argue concept of E-governance in developing countries comes as the outcome of good governance. Good governance in Public sector has increasingly become the main issue in all parts of the world. Good governance calls for effectiveness and efficiency in public service delivery, accountability, legal framework for development, information and transparency.

The Government of Tanzania recognized that e-Government is an imperative move for sustainable social and economic development in the country. Through e-Government, the Government will be able to increase the range and quality of the public sector. This will ensure that clients of the Government are able to interact with a better Government to obtain better services that suit their expectations.

Therefore, Tanzania's National ICT Policy of 2003 was promulgated by the Government to address the possibility of Tanzania being excluded from the global knowledge-based society, as well as the need to harmonise independent ICT related initiatives that aimed to improve service delivery in all sectors. This policy consists of ten pillars, one of which addresses the use of ICT within the public service to enhance service delivery to the general public. In formulating this strategy, a situation analysis was undertaken to assess the current state of e-Government implementation in

Tanzania. Through this assessment, a range of significant issues which impeded the development of e-Government were identified. To complement this assessment of the ICT implementation to-date, a number of Ministries, Departments and Agencies (MDA's) were also consulted to gain a clearer understanding of the concerns and practical challenges these MDAs faced when using ICT to improve service delivery, increase productivity and enhance transparency.

Opportunities provided by e-government are not without challenges. Implementation of e-government for use in the Government can be challenging and risky. This is not only due to the enshrined nature of Government businesses, but also capacity to manage and guide ICT projects successfully. It is therefore imperative that adequate planning and guidance is provided to help governments to successfully implement the e-government initiatives.

In considering the said situations and recognizing the imperativeness of ICT in the public sector, the researcher decided to undertake the study to examine the practice and role of e-government in Tanzania public sectors for the case of President's office, Ethics Secretariat.

1.3 Statement of the problem

In 2004, the Government of Tanzania through President's Office initiated an e-Government programme that aimed at ensuring effective application and use of IT/ICT in MDAs and LGAs operations. This transformation of Government services is critical for enhancing provision of e-services from Government-to-Government, Government-to-Business, Government-to-Community, Community-to-Community, and Business-to-Business as well.

The National Information and Communication Technology policy (ICT) of (2004) states that, the government of Tanzania will be a model user of ICT by deploying ICT systems within the public administration itself to improve efficiency, reduce wastage of resources, enhance planning, raise the quality of services and access global resources.

In view of this, and in the need to expedite the promotion of IT and e-Government initiative in the Public Services, in 2010, the Government of Tanzania established an e-Government Agency (EGA) charged, amongst others, with responsibilities for providing coordination role, providing guidance, regulations, standards, and ensuring compliance of technical operations in MDAs and LGAs for provision of quality, affordable and sustainable services to customers.

Despite the efforts taken by the government to improve the e-government systems, still there are many challenges that face the whole implementation processes. These challenges include shortage of skilled staff, poor infrastructure, political interference, poor financial support and lack of effective legal supports. Mutula & Ahmed (2002) argues that the challenges that face E-Government have to be addressed in order to overcome different contradictions in E-Government legal framework.

President's office, Ethics Secretariat being the case is not exempted from this situation since it applies e-government in its different daily operations. Therefore, this study intended to examine the practice and role of e-government in Tanzania by taking the President's office, Ethics Secretariat as the case study.

1.4 Objectives of the Study

1.4.1 General Objective

To examine the practice and the role of E-Government at president's office Ethics secretariat

1.4.2 Specific objectives

- To assess the legal and policy framework of E-Government
- To assess the practice and role of E-Government
- To explain and identify challenges of E-government at president's office Ethics Secretariat

1.4.3 Research questions

- How is E-Government regulated at president's office ethics secretariat
- How effective are practices of E-Government?
- What are the challenges of E-government at president's office Ethics Secretariat?

1.5 Significance of the study

The findings of this study will be useful to the Management of Ethics Secretariat, in using, managing and applying e-government. The study is also likely to be of immense use to policy makers as it is highlighted the basic elements that need to be considered in designing proper policies. Furthermore, the study will be useful to other researchers in the study area as it provided reliable data whenever they make reference to its findings and recommendations. The study also adds knowledge to the researcher, which in turn led to the accomplishment of master's degree programme.

1.6 Limitations of the study

The current study encountered several limitations as follows: Some of the officials who were supposed to be interviewed did not appear during the appointment date due to official responsibilities and therefore researcher spent time so as to make sure that interview was conducted as planned. On the other hand, some respondents were reluctant to fill and return questionnaire at the right time to the extent that forced the researcher to use more time in data analysis than it was estimated.

1.7 Scope of the study

The study aimed to examine the practice and role of E-Government systems at the President's Office, Ethics Secretariat. The focus was at the Head office Dar es Salaam. But also the data was collected through questionnaire from all seven zones. The scope of response was 60 respondents.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Literature review is an account of what is available about the topic by accredited scholars and researchers. It is a critical look at existing research that is significant to the work that the researcher was carrying out. It involves examining documents such as books, magazines, journals and dissertations that have a bearing on the study being conducted (Kombo& Tromp, 2006).

2.1 Theoretical Literature Review

2.1.1 The concept of e-government

According to Silcock (2001) the technology has changed every aspect of life, how people live, work, companies do business and especially how governments serve their people. Now there is a real opportunity to reinvent government with the help of technology. Governments are applying principles and technologies to achieve similar transformation. Similarly, E-government is a way to utilise technology, to enhance access and services. It has the power to create a mode of service for their citizens. E-government affects every aspects of organisation. It is not just technology; not even business activity or not human resources. It is all about combined areas and at the centre there is a customer.

Burn and Robins (2003) asserts that E-government is all about building relationship with community and the origin of upcoming generation. It is about developing the public contract to deliver better services to citizens and businesses. E-government has four major laws:

- Deliver better services around increasing alternatives for the citizens.
- Fabricate government and its services more reachable.

- Spread social activates and build relationship.
- Utilize information.

According to Pardo (2000), E-government is not about putting a few computers or creating a website for information; it is about transforming the relationship between government and the citizens. This can be achieved through application of information and communication technology (ICT) in different organisational operations. Public sector report (2003) examined E-government as a way of transforming internal and external relationships with the use of present ICT. It is the usage of Information and Communication Technologies (ICT) to support processes within the government as well as for the delivery of services to citizens, organisations and businesses (<http://www.pakistan.gov.pk>).

According to Ni and Ho (2004), E-government means government's effort to improve interaction, communication and delivery of government information, services to citizens, industry, employees and governmental bodies via computer and web-enabled presence. E-government is a choice but essential for those countries which are looking for better governance.

Gupta and Jana (2003) argue that sometimes E-government referred to as the second revolution in public management in many countries after new public management (NPM). E-government not only provides better services, but also builds long term relationship with citizens and other governmental bodies. Generally, e-government executes business operations through internet based technologies. At the level of service, e-government assures to provide twenty four hours in a week (24/7) services, user-friendliness environment and to get government services without visiting an office due to augmented technological intermediation.

Teicher *et al.* (2002) and Ebrahim and Irani (2005) stated that, in current environment e-government is an essential aspect to recognizing the needs of governmental institutions and the way to exchange views with citizen. It gives variety of data to citizens and business related information through Internet. On the other hand, the role

of e-government is not simply to provide information and services to citizens but also expand the strategic links between community and their departments. This link and involvement support the coordination between them and smooth the progress and implementation of the government strategies, transactions, and guidelines, and also better use and running of government operations, information, and resources. Governments can also finance electronically to other governmental organisations or supply information to public workforce through an internet. This can enhance meaningful E-Government that means government's effort to improve interaction, communication and delivery of government information, services to citizens, industry, employees and governmental bodies via computer and web-enabled presence.

2.1.2 Types of E-government

Government to citizen (G2C)

According to Yen and Evans (2005), this group of service keeps an eye on the activity of government and citizen to exchange information to each other in a competent and electronic way. The citizen can get benefits from this government information. A primarily benefit of G2C is the simple posting of forms and applications online. All time (24/7) services are available through the Internet. Citizen can access government information instantly, conveniently without visit office.

Other benefits to serve citizens are the enhancement of education information, jail security, and e- voting. Described by (Fang, 2002) government to citizens refers to put public services online for personnel use. These services involve renewal of driver's license, payment of taxes, fines, and fees to state and local government and different types of bills. Ndou (2004) identified that G2C allows citizen to access electronic government services anytime, directly and conveniently through the use of various channels (PC, WebTV mobile phone or wireless device). It also allows government to talk, listen, support and communicate with its citizens and encourage their involvement in a local community life through email or online discussion forum.

Government to Business (G2B)

Yen and Evans (2005) mentioned that, this category focuses on the ability to cut the cost, collect information and make better inventory control. In G2B government can acquire items, pay invoices, and perform other business activities in a more beneficial way. Obtaining data to scrutinise and assist in decision making can be done, to support the government through G2B. Some of the advantages for this type are the online regulations availability for agencies and increasing electronic tax facilities for industry. In the past, it was big haggard for industries to search information pertaining to their business. Now all the information can be checked in one place for strength, safety, employment, environment, and tax rules. Fang (2002) discussed that, governments to business are those services which are used by businesses, agencies, corporations for a commercial purpose. For e.g. acquiring business permit, getting support with site locations, and obtaining work force information. G2B consists of e procurement and electronic transaction dealings with agencies and private sector. It also creates an electronic market place for government and reduces red tape, makes the process more easily and helps in establishing a web presence fast and cheaper (Ndou, 2004).

Government to government (G2G)

Yen and Evans (2005) explained that this category of service includes improving the efficiency of transaction and business functions within itself or with other governments. In order to recognise the importance of single access point, association and cooperation along with different governmental departments and agencies is required. It allows the government to eliminate unemployment, crime, and homeland security. For this act government has introduced intergovernmental assistance, amplify the emergency help line response, and connection of law enforcement agencies. Fang (2002) explains that G2G provides cooperation of both external and internal agencies and improve service inside or outside of governments. It is also include exchange information within the governments. Ndou (2004) said that G2G builds relationship with organisations, such as national, local, regional and with other foreign government organisation. Online

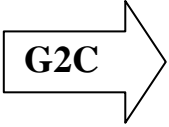

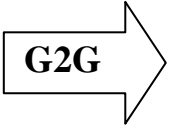

communication and cooperation play major role between government agencies and departments to share databases, resources, pool skills and capabilities, enhancing the efficiency and processes.

Government to Employees (G2E)

According to Fang (2002) this group of service consists of relationship between government and its employees. G2E encourages employees to participate in an effective way and also provides e-learning, brings employees together, and increases efficiency among them. Ndou (2004) further explained that it gives the possibilities to employees to access the policies related to compensation and benefits.

Also, G2E facilitates the management and communicate with government employees in order to make e-career and e-office. Fang (2002).

Table 2.1 Characteristics of Types of E-government

Classification	Information	Communication	Transaction
	Information about taxes, driver's license, fees, fines and different types of bills.	Talk, listen, support and communicate With Government, Encourage citizens to involve in a local community life through email.	Online discussion forum, e-voting, online service delivery.
	Information about business permits, safety, employment, environment, and tax rules.	Communicate with Government, involve in decision making process.	E-procurement, e-transaction, e-market, online service delivery.
	Exchange information regarding databases, resources, policies within itself or with other governments.	Online communication with national, local, regional and other foreign government organisations.	Intergovernmental assistance, share data, information.
	Information about compensation policy, benefits, career management and employee's development.	Communicate with Government, involve in decision-making process regarding work and performance.	Share data, information, e-learning, e-office online participation.

Source: Fang, 2002

2.1.3 E-government and E-governance

According to Fang (2002), the scope of E-governance is beyond the E-government. While E-government is defined as service delivery and information to the public through Internet, E governance allows citizen to participate in governmental activities, such as e-voting, online discussion forum. So, E-governance covers government, citizen's participations, parliament and judiciary functions. It brings new concept of citizenship and allows citizens to communicate with government, participate in policy making. Therefore, E-governance has more implications than E-government. Basu

(2004) has identified that E-governance is more than to create a government website on the Internet. E-governance supports and simplifies governance for all three groups, like government, business and citizens and the use of ICT helps to maintain relationship between this group and support processes and activities. E-governance means to support and stimulate good governance. As Backus (2001) explained that E-governance helps to support, stimulate and manage affairs of a country at all levels. However, the objective of E-government is to fulfill the citizen's needs, significant cost saving, and modifying the interaction with various online services. Government activities can create transparent, accountable, and effective relationship with the public, business and other agencies by the help of ICT.

2.1.4 Stages of E-government

The four stage model of E-government development summarises the organisational change of e-government as governments are moving toward electronically enabled government. Based on technical, organisational, managerial possibilities, E-government is found to be an evolutionary incident and therefore E-government plans should be implemented accordingly. In this regard, Layne and Lee (2001) explain the four stages of E-government growth model in different levels of complexity and integration. These stages are:

Stage One: Cataloguing

In this stage, government creates a state website, due to the demand of external sectors, like citizens, employees and stakeholder. In this stage government doesn't have many IT experts; therefore they go for small projects to reduce the risks. Many citizens and business have access on the web. They can see all information about service and that related to other issues from private sector, as they expect the same from government. To fulfill the expectations of the citizens, the government wants to move this electronic cataloguing stage. Consequently, more and more citizens will look for government information on web instead of searching through other resources. They can be frustrated if they fail to find related information about their government. To create a

website is also positive sign from the government side, because employees get busy in answering queries, the web presence will increase citizens trust and reduce the workload on frontline employees. From the website citizens can learn basic functions, policies and procedures, where to go, and how to utilise government's services. This stage offers minimum functionality for users. It establishes a departmental presence as it is supposed to provide service access points. At this stage, technology is comparatively easy but, still there are some challenges to manage these sites. The Government needs to acquire different amounts of on line presence and balance demand resources required by different departments. In a political organisation it is very difficult to maintain the information. Web pages, policies, procedures and other related information which citizen can view, need to be updated. Privacy is another issue at this stage. At the time of establishing the site policies issues must be decided by the agency. The reduce scope of the web site under site makes organisational challenges limited. The first challenge is assigning the responsibility for coordination and planning for services and its maintenance. The second problem is assigning the job for answering an email. Webmaster can get some emails which are beyond his capacity, therefore there is need to establish a process of handling these emails well and promptly.

Stage Two: Transaction

This Stage empowers citizen to perform transaction online anytime, saving time of paperwork. The demand of e-transaction pushed the administration to build online interface directly connected with government system to minimise the interaction with employees. This stage presents the government on Internet as an active respondent. Citizens can pay taxes, fees, renew their licenses, register vehicles and etc. Now it's a two way communication where citizens can interact with government. Citizens can be served online by E-government. Citizens make transaction with government by filling out forms and government gives response by providing them conformation. Citizens not only can do transaction but also participate through online forum and help in decision making process. As citizens are connected more and more with Internet,

governments have only one choice to think about E-government both externally and internally as a service channel. Transaction fulfillment is a critical issue at this stage. The Government must answer a lot of questions. The issue of integration comes on the sight. Organisational challenges are much greater at this stage. Existing electronic databases must be reprogrammed to meet the requirements of users in current system. Issues of trust and confidentiality must be considered.

Stage Three: Vertical Integration

At this stage, the focus is on transformation of government services, rather than automating and digitising existing processes. E-government is not simply to put existing government services online. It requires conceptualisation of the government services. Finally, the complete benefit of E-government will be realised when organisations are ready to accept the technological changes. Citizen's expectations will increase when online transaction services become common and mature. At this stage local, federal, and state counterpart system interact more closely with each other.

Citizens prefer to perform task through their local portal because they are most familiar with the local government and the local system are connected to upper level systems, directly or indirectly. One application of vertical integration could be the business license application process. In many states, business requires a license to start. The target of vertical integration is to integrate the state's system with federal and local system for cross referencing and checking. Beginning in stage three, an issue about where to stop arises, when integrating entire government levels. Accordingly, the role of government's employees is changing. In conventional offline government process, employees are responsible for localised governmental transaction. Once systems are integrated and automated and scope of activities performed by each employee will extend beyond functional department boundaries.

Vertical integration is not a new idea. Many governments have started this integration like, universities and local school work together. High school students can take

university level classes. Automated fingerprint identification systems have been introduced, which send data based on certain criteria to state fingerprint system. There is a need in various levels of government to allow some flexibility in the development of their databases. Although, this stage may provide improved efficiencies, privacy and confidentiality issues. Government must consider the issue on privacy of personal information and right of individuals to access public records. (ibid)

Stage Four: Horizontal Integration

To achieve the full potential of information technology from citizen's perspective horizontal integration can be done by different functional walls. Through Internet the limitations of the functional nature of public and private sector will become clearer. Typically, citizens look for assistance in different fields of services from government like, education, housing, food medical etc. To solve this issue, governments provide one stop service centres, where citizens get more than one service. The horizontal integration will greatly improve those efforts. Information obtained by one agency will spread throughout all government functions when different databases communicate with each other and share information as well.

Horizontal integration refers to system in which transaction can automatically check against data in other agency. This stage gives hope for improved efficiencies because of its vertical and horizontal integration. Each organisation may have to give some power to facilitate one stop shopping for citizens. Technically, integration of database, resolving conflicting system and to fulfill the requirement of agencies is major hurdle for any government. Data and process requirements are different in one service to another. There is a need to change in the mindset of officials. Many officials perceive their department as important and ignore other agency. Horizontal integration provides more access for other governments and businesses than citizens.

2.1.5 Barriers to E-government

Jaeger (2003) mentioned although the IT cost is going down and good IT infrastructure is available, there are still barriers for E-government implementation. The good infrastructure consists of hardware and software that will ensure to secure electronic services to citizens, businesses and employees. He also agreed that computer security, privacy, and confidentiality of the personal data are the major barrier for implementing E government. E-voting is very sensitive area of E-government and this requires extra security to ensure smooth voting process, secure and protect the voter personal information.

Lam (2005) has classified the E-government barriers in to four stages.

Strategy Barriers

Lack of common goals and objectives. Lack of collective thoughts and aims creates confusion among governmental agencies and also becomes a part of conflict in responsibilities. It is necessary to have common thoughts between government agencies for E-government.

Technology Barriers

Lack of architecture integration and Infrastructure: Disparities in architecture are a major issue for failure in function integration. Different technology policy, utilise proper technologies, lack of application interface and difference in framework create a barriers to architecture integration. Lam (2005) and Ndou (2004) explained that the main challenge for E-government initiative is ICT infrastructure. Architecture, guiding set of principles models and standards is needed. Many developing countries are facing this problem, and they don't have appropriate ICT infrastructure for E-government development. However, an ICT infrastructure does not consist of telecommunication and equipment. It requires E-readiness and ICT literacy. Having education, basic knowledge about IT is necessary to accept and use of E-government services. According to Chen *et al.* (2006) infrastructure development is necessary before

government can consider any project related to E-government. A lack of back-end infrastructure, governments and their employees will face the problem and be unable to perform transactional activity and further stages of E-government will be delayed.

Policy Barriers

Apprehension over citizen privacy. Lam (2005), Seifert *et al.* (2001), Seifert (2003) and Basu (2004) agree that privacy is a big issue for citizens and it is also a threat in E-government. Therefore, sharing of data between government agencies should be done in controlled and proper way to protect sensitive information regarding citizens. Deficiency of transparency in privacy policies finds as a major barrier and establishment of clear and smooth policy requires in this regard. Privacy is a big challenge to the implementation and acceptance of E-government programmes. Use of cookies, distribution of information between agencies and the disclosure or exploitation of confidential information is major issues in privacy. It is a basic right of any independent society. It is not just a parameter but it is documented in all major worldwide treaties. Governments collect large amount of data of citizens through different transaction on daily basis and it is responsible for personal information they hold. Protecting the privacy of citizens' personal information is a vitally important issue. Ndou (2004) notified that E-government initiative requires a new rules, policies laws and legislative changes to manage electronic transactions, data protection, and computer crime and copy right issues. Many developing countries have not yet established E-business and E-government laws. Hence, governments all over the world need to build laws to secure transaction between organisation and individuals. (ibid)

Organisation Barriers

Lack of organisational motivation. Many agencies are not yet ready for E-government challenge. They are not well prepared for initiative of E-government because many agencies are talking it as a distress and they are not accepting this change, even though. Many organisations are in a learning process about E-government and how it can be applied in their own organisations (Lam 2005).

2.1.6 Opportunities of E-government

According to Ndou (2004), as governments approach towards transforming their governance process, considerable opportunities will take place during their implementation. Ndou (2004) has identified the following main opportunities of E government.

➤ Organizational cost reduction and efficiency increases

Placing services online reduces the processing costs of numerous activities as compared to manual work. In other word electronic services of delivery saving money and reduce the time. Alternatively e-government is increasing efficiency of work by elimination of mistake, reducing required time of transaction, faster and more informed decision making

➤ Excellence of service delivery to industries and customers

In conventional system of service delivery, procedure are lengthy; use of time, and no clear policy. Any industries that acquire an authorization or any other purpose as to fill up different forms, visit various offices, and spend time for activity. If any citizens want to obtain any official certificate, he or she must go to particular office and spend couple of hours for this little work. The penalty is high and citizen and business get confused and frustrate. And now through E-government programs, citizen can get online application form, can save time, speed and reliable communication, 24/7 services available and present quality of services are much better than previous.

➤ Simplicity and liability

E-government provide and also help to enhance transparency in Government functioning. Citizens can directly contribute in government decision making process, through online comments, thoughts and proposals. Initially, the Government's websites were not hosted in an organized manner and the risk of threats not perceived as great as it has now become. Now analyzing the recent facts, websites are designed in a national context within the constraints of available skills, infrastructure and investment. Website

should be more open. So citizens and stakeholders can see clear picture of government policies, other political information. If sufficient information will be available on the site then citizens and the business will not left behind. E-government is helping to increase the liability on the net, making government more accountable and more transparent.

➤ **Enhancement of competence**

Today the use of IT is increasing government competency by making its internal operations, infrastructure, connection and information flow more simple and convenient. Currently internet helps to share general client's records, proficiency, and also gives power for solving problem with different governmental bodies. These facilities ensure quicker information flow, faster and cheaper goods and services delivery, improve result oriented process. Different expert system may help to build an instant process and assures benefits for business and government itself by plummeting costs.

➤ **Building network environment and relationship**

This is IT demand to create network environment and build relationship. Information technology also gives opportunities to create this environment.

E-government programs need to build a relationship with customers, business, staff members, and other agencies. Additionally the process of E-government needs thoughts and ideas to place collectively talent, technologies, tools, knowledge, and information to reduce distance between governmental bodies and enhance relationships. It is hard to find complete tools in one governmental place. There is a need for proper education, knowledge and affiliation between government, agencies, sectors and society because incorporated services at one place can't be worked without support, teamwork and diversified network of relationships with different departments and agencies. In a public sector successful use, distribution of IT and realization of electronic transaction engage dynamic learning process and generate network connection among private companies. On the other part of E-government initiatives facilitate citizens and

business by giving them opportunity to participate in different forums, contribute their ideas and help them in decision making process.

➤ **Stimulate the quality of decision making**

In E-government constant interface, communication, discussion, community formation between government and citizens further contribute to the decision making process. With dynamic ideas, knowledge and information, citizens can enthusiastically participate in political and government discussion and it build trust in government and enhance the feature of relationship and improve decision making process. For better E-government implementation, government should understand citizen's needs and listen to their views. The proper utilization of data, sharing information in a secure manner provides the opportunity to formulate quick decision, consequently make society better.

➤ **Endorse IT in other community sectors**

At the moment, communication, interaction, participation in different governmental forums creating awareness about IT in society. Due to this, E-government facilities coordination among stakeholders and building capability. Indeed promotion of IT in other sectors is one of the main advantages of E-government. Awareness about IT tools and application is essential for coordination and to run business transaction electronically between government, stakeholders and citizens. Business to use IT if they do electronic transaction with government. As new technology require development in different fields, new training courses and modules are introducing in universities and schools and this will help in E-government implementation

2.2 E-government and developing countries

Digital connectivity, improvement in communication and information technologies is transforming way of doing business and organisations participation. To achieve competitive advantage public and private sector have to reinvent themselves through continuous improvement. (Ndou, 2004).

The initiatives to use ICT tools, applications, Internet to support governance, highlight relationships and build new partnership within civil society as known as E-government. Although ICT is offering extensive possibility for the development of E-government but still developing countries are inactive to explore the potential of E-government. Different kinds of obstacles have been occurring in these countries. At the same time, some developing countries have taken the step towards E-government for e.g. Brazil, India, Chile.

Basu (2004) explained that developing countries can overcome the barriers with the help of new and innovative technology. As situation stands today, developed countries play a major part in promoting technology adoption in developing countries.

2.2.1 E-Government evolution in Tanzania

In the Tanzanian context, e-Government evolution is expected to evolve through four key stages. They are 1) digital presence, 2) interaction, 3) transaction, and 4) transformational stages (National E-government Strategy, 2012).

i. Digital Presence:

This phase will involve simple provision of government information through electronic means. In this stage, Government organisations will be expected to be providing one way information and limited interaction to their clients.

ii. Interaction:

In this stage, Government organisations are expected to be able to use ICT to provide some degree of online interaction with their clients. For instance, citizens can be able to enter requests, complaints, or job applications online, and expect to obtain an appropriate response. In this stage, secure transactions such as financial or confidential transactions that require a high degree of security-clearance authorization and audit capacity are not expected. However, the nature and capacity of each government organisation will determine the degree of sophistication in each service provided.

iii. Transaction:

This stage is characterised by the provision of secure transactions with high level of authorization. Government organisations are expected to be able to provide capabilities and features that will allow clients to complete their transactions in full without the necessity of visiting Government offices. Such services may also allow the Government to function in a 24/7 mode. Typical examples may include one-stop online centers for citizens to apply for passports, permits or licenses, allowing them also to make payments online.

iv. Transformation:

In this stage government organisations are expected to have been well joined and working together at all levels. The achieving of this stage will allow Government clients to interact with one Government instead of individual Government organisations. This phase requires collaboration to bring together suppliers, consumers and the whole government itself into a seamless network focused on increasing value creation.

2.2.2 E-Government - a Strategic Imperative for Service Delivery

According to National E-government Strategy (2012) the government of Tanzania like many other governments across the globe, has been operating in a traditional manual manner. However, the Government is resolved to reform and provide high quality, modern services to its clients. In this way, the Government will be able to create conducive environment for knowledge economy and sustainable social-economic development in Tanzania. Various technologies exist to facilitate e-Government in Tanzania. The government recognises the potentials of technologies such as computers, mobile devices, the Internet, Television, radio, and many others in enhancing services delivery. It is therefore resolved to exploit such technologies to enhance its relationship with citizens, business communities, government employees, as well as other Governments.

The Government acknowledges that, successful implementation of e-Government in Tanzania requires deliberate measure to reform and interconnect the entire Government. Respectively, streamlining and harmonisation of business process in the Government is inevitable. Government Ministries, Departments and Agents (MDA) are required to operate in a collaborative, connected manner and reduce the existing operational silos that isolate one organisation or department from the other. This will bring about benefits such as enhanced responsiveness in service delivery and the ability to quickly deploy services to different sites, including remote locations according to emerging needs. Hence, better Government with better services.

A better Government with better services is a strategic intent for e-Government in Tanzania. The Government envisions a connected and responsive one Government in Tanzania, enabled by ICT. In this intent, the Government affirms that it embraces e-Government at all public sector levels. It will therefore promote, facilitate, and assist the achieving of this intent. The government is set to address challenges related to e-Government implementation in the country. This strategy states and suggests ways in which this intent will be achieved.

2.2.3 Situational Analysis

The national E-government Strategy (2012) examine that in the Tanzanian context, e-Government is about “Delivering quality services to the public through technology”. It involves using ICT to support processes within the government as well as for the delivery of services to beneficiaries, such as citizens, businesses and other organisations in all sectors. In that regard, the Government has long recognised the importance of enhancing service delivery through ICT. The key government strategy paper National Vision 2025 noted that “ICT opportunities can be harnessed to meet national development goals”. Meanwhile the medium term National Strategy for Growth and Reduction of Poverty (MKUKUTA), the Tanzania’s Mini Tiger Plan, and the Tanzania long Term Perspective Plan 2011/12-2025/26 emphasises the need to increase the application of technology in accelerating productivity. Furthermore, in

recognition of the need to reduce the possibility of Tanzania being further excluded from the global knowledge based society, as well as the need to harmonise independent ICT-related initiatives, the Government promulgated the National ICT Policy in 2003. This Policy consists of ten pillars, one of which specifically addresses the use of ICT for enhancing the delivery of public services in terms of quality, quantity and accessibility.

In order to implement National ICT Policy (2003), the Government in 2004 decided to start by implementing e-Government with a Cabinet directive that can be summarised as follows:

- Construct a Government-wide unified communications network for e-Government implementation
- Create awareness of strategic opportunities for ICT use across the Public Service
- Establish a focal point to coordinate the existing, fragmented and isolated e-Government initiatives.

2.2.4 Notable Achievements

Following the Cabinet decision, progress has been made in the following areas:

- The establishment of the e-Government Agency in Tanzania.
- Installing a Government wide network; seven MDA's have already been connected.
- Government Network Management Centre has been built at the PO PSM. The Centre will host the hub of Government's secured network for voice and data communications, and spearhead coordination of infrastructure, software and security measures within Government.
- More MIS units have been established in MDAs and Regional Secretariats to provide the first level of ICT support services.
- ICT sensitisation and training has being done as a continuous process to more than five thousands (5,000) public servants and other stakeholders.

- Installation of several government-wide systems has been successfully done, enabling the government to more efficiently; effectively and reliably perform key business processes such as Human Capital Management Information System (HCMIS), Integrated Financial Management (National E-government Strategy, 2012).

System (IFMS), Land Management System (LMS) and Geographical Information System (GIS) (www.egov.go.tz).

A situational analysis for e-Government readiness in Tanzania was conducted by examining the Government itself in relation to the following: - Institutional arrangements, human resources, budgetary resources, inter-MDA's communication flows, national infrastructure, ICT capacity levels, ICT related policies, Public Private Partnerships (PPP), and other relevant factors (www.egov.go.tz).

The analysis was based on desk reviews of previous work, stakeholder analyses and consideration of strengths, weaknesses, challenges and opportunities within and around Tanzania. The results of this analytical work emphasised the need for a holistic approach to e-Government implementation in Tanzania.

Source National E-Government Strategy 2012 .

2.2.5 Stakeholders' Analysis

A stakeholder analysis informs that, potential stakeholders of e-Government in Tanzania include the Private Sector, Non-State Actors, Citizens, Training Institutions, Politicians, Public Servants, Ministries, Departments, Agencies, Local Government Authorities, Development Partners and other Governments. It further identified that most stakeholders share common expectations which include improved working environment through use of technology, access to reliable and timely information services, access to connectivity services for information sharing, effective communications, good governance, and reliable, available and secured services.

2.2.6 E-Government Applications and Infrastructure

- Many MDA websites are in place and majority of them are still in the presence stage of e-Government evolution. They mainly provide information regarding the organisations and the services they provide. Limited initiatives exist that provide integrated portal for internal government processes and services.
- There are clear indications that demand for ICT applications are high in the MDAs. To-date, however, only few operational systems have been deployed. Some MDAs have very basic office automation support due to lack of ICT infrastructure and expertise.
- Few examples of ICT planning and implementation were done rigorously resulting in piece-meal deployment of ICT applications in the MDAs driven by ad hoc requests.
- While there is a common email platform to facilitate government-wide electronic communication, it is not widely used and other communication tools such as intranet and video conferencing have not been considered.
- Government-wide network project is in progress but need to be accelerated. Currently, almost all MDAs are connected but there is a progress to connect all Ministries, some other Government Departments and Agencies and Key LGAs.
- In the Local Government Authorities (LGAs) visited, while there were a handful number of computers available, use of ICT and other office productivity tools was still low. More, access to the Internet was limited due to connectivity problems. Most of the LGAs were connected Very Small Aperture Terminal (VSAT).
- At the district level, ICT use and internet access in the household are almost non-existence. However, a high proportion of the residents have mobile phone access which support texting technology.

Based on these findings, an aggressive e-Government strategy and implementation road map has been developed to stimulate and facilitate the implementation for e-Government initiatives in the country (National E-Government Strategy, 2012).

2.3 Empirical literature review

Research on E-Government is considerably heterogeneous. At most, some analyses focus on ‘best practices’ but tend to disregard contextual variables, making generalisation or comparisons very difficult as it has been explained by Accenture (2006) showed that most empirical studies have mainly dealt with on-line features of governmental sites taking some simple indicators, such as the number and interaction level of available on-line services as proxies for e-Government progression, few of them take into account the more important issue of the relationship between on-line and off-line features; web pages are mostly taken as perfect mirrors of their home institutions.

Public sector has undergone substantial transformation over the past 15 years which has been synonymous with the modernisation of the State’s operational activities. The underlying process of State transformation enables the information and communication technologies to take root in the public sector and government agencies. This has made the delivery of service in public sector being similar to private operators (Finger and Pecaud, 2003).

Choi (2006) pointed out that before the introduction of e-government, public sector was regarded as the epitome of inefficiency and undemocratic organisations with rigid rules, managerial indiscretions, and impossibility of firing incompetent workers, lack of rewards or incentive systems and decision processes not linked to any type of cost analysis. However, after implementing e-government, a market-oriented mechanism has been adopted by public organisations.

Globally public sectors are taking advantage of internet technology to improve their delivery of services and information (Diamond, 2002). According to the United Nations (UN) e-governance survey report of 2003, for the last few years most countries have added substantial information to their government websites and 90% of the countries have started to provide texts of laws and policy or other documents of

information to the people (UN, 2003). Furthermore, the 2008 UN e-governance survey report shows that some countries have moved beyond e-government to connected government whereas other countries are in the transactional phase and yet others are still in the initial stages of e-governance (UN, 2008).

In the field of public services there is nearly no limit to imagination on how today's processes could be simplified due to e-government solutions. A good example is given by a production network for the vehicle registration in Arizona whereby a consumer can go on-line and renew their registrations in a transaction that takes an average of two minutes. The state of Arizona saves US \$ 1 per transaction, with 15% of renewals now being processed, the motor vehicle department saves around US \$ 1.7 m a year (Schedler and Scharf, 2001). Not only that but also the introduction of electronic procurement services established by the governments has reduced loopholes for corruptions (Choi, 2009; Schedler and Scharf, 2001). Good examples can be drawn from Chile and Indonesia.

Silcock (2001) further notes that one of the major potential areas of e-Government services is that it can facilitate democratic activities ('e-democracy') such as online voting, campaigning and fund raising, voter registration, opinion polling, representative-voter communication and public feedback. Estonia is the first country in the world to successfully implement internet voting, however the implementation of this process was not free from obstacles but awareness problem was addressed through successful promotional activities using various ICT media (Kedia, 2009). In connection to that, Netchaeva (2002) notes that Singapore developed a government portal, 'e-Citizen', to maximise use of e-Government to enhance people's participation in democracy. Accordingly, this also led this country to be the first nation in the world to conduct population census online.

In Africa e-government is essentially an imported concept based on imported designs. There are growing numbers of e-government projects, some of which are contributing to public sector reform and delivering gains of efficiency and/or effectiveness across a

broad agenda. However, this positive picture must be set alongside significant challenges. Heeks (2002) notes that e-government is only slowly diffusing within Africa because of a low e-readiness which reflects low infrastructure and human capital among all the regions (UN, 2008). There is widespread recognition that this challenge must be met by strategic building of national infrastructure. Where e-government projects are introduced, they mainly end in failure; either partial or total (Heeks, 2002). The statistics of e-government initiatives in developing or transitional countries show that 35% of all projects are total failures, 50% partial and 15% can be claimed a success. According to Gartner (2006) on average \$8 of every \$ 10 spent in IT is dead money—not contributing directly to business change and growth.

To address this tactical challenge, citizens must be sensitised to the large gaps that often exist between project design and African public sector reality. These large 'design-reality gaps' can be seen to underlie failure. They arise particularly because e-government concepts and designs have their origins in the West; origins that are significantly different from African realities. Thus, some best practices that may help to close design—reality gaps and help to improve project success rates must be adopted. This will only happen, though, if they too are appropriate to African realities (Heeks, 2002).

As a matter of fact, and as a result of the transformation of the public service delivery, regulation issues are emerging. There is a need for a constant and necessary readjustment to be made between the trend towards technological innovation and the need for regulation and institutional acknowledgement and transformation (Finger and Rossel, 2007). Studies conducted in Western countries shows that many governments have succeeded in putting e-governance in place, USA for example have formulated a number of laws that create more strategic management of government information.

For instance, USA Government paperwork elimination Act (GPEA) of 1998 stipulated that no later than 2003 the federal executive agencies had to provide direct electronic access to their information and services (Diamond, 2002). To foster the digitisation of

national knowledge content in a systematic manner, Korean government enacted the Knowledge and Information Resource Management Act in 2002 and kicked off the public knowledge and Information Resource Management project (Choi, 2009).

However, report on the e-government for development: the Promise and the Practice written in September 2008 at Berlin-Germany shows that many countries are doing well in formulating strategies and policies, but the legal framework is often lagging behind (E-government for Development; The Promise and the Practice, 2008). This is also true for Tanzania whereby the Government has been at the forefront, at least on paper, in putting in place institutional structures and frameworks to enhance Internet access and use, these efforts, however have not translated in practical terms into wider internet adoption and use in the country (Mutula, 2002). This is evidenced by the upward costs of internet caused by lack of legal framework that will help the government to regulate the price of internet connectivity.

The availability of accurate up-to-date information, created and disseminated through Information and Communication Technologies (ICT), has decisive impact on peoples' lives and on the social-economic development of a country as a whole. The countries that have created an enabling ICT environment are experiencing revolutionary effects, especially in the governance, education, health and business sectors. Consequently, citizens are now more empowered, can change the equilibrium of power and start making informed choices and creating opportunities that impact positively on their future. Yet there are other countries where people are not able to make informed decisions on their daily lives because they lack access to ICTs, information and knowledge (Economic Commission for Africa (ECA) 2003).

Public sector organisations in North America and Europe are gradually transforming themselves as a consequence of opportunity pressure points created and enabled by Internet technologies. Most of these organisations are now well beyond web publishing, and have begun to implement transactional capabilities. Individual transaction systems are giving way to Internet-based end-to-end processes, and in the

not too distant future governments will face a new challenge. The very technologies that deliver enhanced value in public administration will produce new demands for enhanced reflexivity, transparency and accountability from governments (Marche, 2003). Australia sets its goal of having government services online by 2001; the United Kingdom by 2008 and Canada by 2000; (Diamond 2002). The federal government of Canada seeks to turn Canadians into the most connected nation on earth. Other countries, most recently Japan, have made similar policy statements (Marche, 2003). In The Netherlands a portal has been created (www.overheid.nl) to enhance accessibility to government information. Turkey, which began its use of the Internet in 1993, has over 30 municipal websites active as of March, 1999 (Diamond, 2002). Having begun a process of e-government, it does not seem possible that governments can stop at only information and transactions. There will be an evolution towards more complex interactions that may be characterised as e-governance, one that goes beyond public administration and begins to engage agenda setting and policy determination (Marche, 2003).

Studies conducted by Kaaya (2004) to determine the status of government websites of three East African countries - Kenya, Tanzania and Uganda - using establishment year, visibility and usability attributes shows that more than 83% of the identified websites were established between 2000 and 2003 and their creators are still undergoing the learning experience. The website visibility test ranged from 27% to 40% and the average for three countries was 32%. Usability analysis revealed more interactivity features for Tanzanian and Ugandan websites than Kenyan websites. The study concludes that all of the East African websites are at the first and second stages of the website development and corresponding e-Government services.

Because few of East Africa's citizens are connected to the internet, Uganda for example more than 80% of the rural population do not have access to internet (James *et al.*, 2004). In Tanzania more than 70% of the rural the population does not have access to internet (Kamuzora, 2009) the focus of e-government in East Africa is unlikely to be the same as in parts of the developed world where over 50% of the population is

connected. Given this fundamental constraint, the connected citizen's focal point, comprising initiatives such as online voting, on line tax remittance, electronic payment of fees and fines and online applications for documents and licenses are likely to be untenable. But also, this study was not a permanent solution to overcome the e-government challenges in Tanzania.

2.4 Research gap

It is true that researches have been done regarding E- Government in various organisations for example; Priscilla (2014) did it in the Ministry of Livestock and Fisheries Development, Tanzania. But no study has been conducted on the examining the practice and role of E-Government in the President's Office Ethics Secretariat. This study covers this gap.

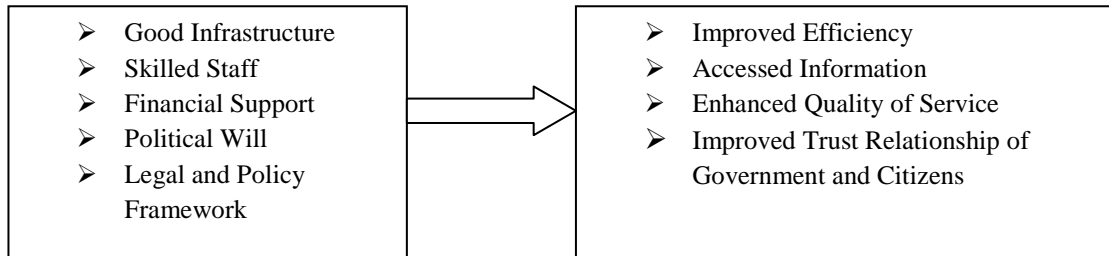
2.5 The Conceptual framework

Conceptual framework is a collection of interrelated group of ideas that are broad based in theories (Symth, 2004). It is a set of preposition which are derived from and supported by data or evidence, taken from fields of inquiry that are relevant (Reichel & Ramey, 1987). In fact, the conceptual framework depicts the relationship between various variables both independent and dependent. It also shows the influence of intervening variables. The conceptual framework that guided the conduct of this study is as presented in Figure 2.1.

Figure 2.1 Conceptual framework

INDEPENDENT VARIABLES

DEPENDENT VARIABLES



Source: Researcher findings 2015

Effective e- government system depends on availability of good infrastructure, skilled staff, financial support, political will and legal and policy framework. When all these are considered there will be an improved efficiency, accessed information, enhanced quality of service and improved trust relationship of government and citizens.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

According to Kothari (2004), research methodology is a systematic way of solving research problem. This involves the various steps that are generally adopted by the researcher in studying the research problem and its rationale. This research used both qualitative and quantitative methodologies to answer both ‘what and why’ and ‘to what extent’ questions respectively (Bryman and Bell,2007).

This chapter covers research design, area of the study, units of enquiry (population of the study), sampling technique/procedures, data collection methods and data analysis technique. All these aspects are discussed below.

3.1 Research design

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari, 2004).

The researcher used a case study design to gather information about the e-government system at Ethics Secretariat. Case study research design was applied because it was difficult for the researcher to study all institutions that practise E-government in Tanzania because the time and the resources available to conduct the research were limited. Furthermore, a case study research design was applied because it allows a researcher to carry out an in-depth observation of a situation or an institution.

3.2 Area of the study

The study was conducted at Ethics Secretariat, Headquarters and all seven zones. The choice of the area was influenced by the following considerations: the place are familiar to the matters related to e government also there not enough studies that have

been conducted in E.S concerning E-government. On the other hand, ethics secretariat is one of the sectors that implement E-government in its daily operation.

3.3 Population of the study

Since population includes all people or items with the characteristic one wish to understand, the target population of this study included all individuals working in various departments of Ethics Secretariat. The departments/sections that were covered include: Administration and Human Resources Management, Accountancy, Internal Auditing, procurement management, planning, monitoring and evaluation, Government communication unit, Research and statistics, Information and communication technology, and ethics and investigation section.

3.4 Sampling techniques

Sampling technique is the way through which individuals who have to be used in the study are selected from the entire population. Bulmer and Warwick (1983) argue that sampling technique refers to the selections of individuals (or other units) who are to be studied in a particular investigation. In this study, both simple random and purposive sampling techniques were applied.

3.4.1 Simple random sampling

Simple random refers to the method of sample selection which given each possible combination an equal possibility of being picked up (Kothari, 2004). Simple random sampling technique was employed to the middle and ordinary/lower staff cadre who are working at various positions and zones in Ethics Secretariat. Out of 148 middle and ordinary/lower cadre employees only 43 respondents were selected randomly. The process of simple random sampling involved putting only 43 ticks out of 148 pieces of paper that were folded put in a container and mixed up together. One piece of paper was picked at random without replacement. The employee who picked the piece that had a tick was the one to be included in the study. The process of picking pieces of

paper was done until the exact number of respondents that is 43 was obtained from all 148 middle and ordinary/lower cadre employees.

3.4.2 Purposive sampling

In this type of sampling, items are selected deliberately by the researcher; his choice concerning the items remain supreme (Kothari, 2004). For this study, the purposive sampling technique was applied to select top level management and heads of department who was involved all due to virtual of their positions in the organisation, for they had vital information about the theme in study (e-government system). Through this technique, ten (10) members of the top management were selected, and seven (07) head of zones.

3.5 Sample size

Sampling is the process of selecting units (e.g., people, organisations) from a population of interest so that by studying the sample we may fairly generalise our results back to the population from which they were chosen (Trochim, 2006). Ethics Secretariat contains the population size which comprises 165 employees. The research used a sample size of 60 employees which is equal to (36.4%) of population from all seven zones offices and the headquarters. This constituted ten (10) top management members, seven (07) head of zones and 43 middle and ordinary/lower staff cadre.

Table 3.1: The population and sample size of the study

Category of respondents	Total population	Sample size
Top management members	10	10
Head of Zones	07	07
Middle and ordinary/lower staff cadre	148	43
Total	165	60

Source: Ethics Secretariat, Administration & Human Resources division (2014)

3.6 Data Collection Methods

Data collection is a term used to describe a process of preparing and collecting data, for example, as part of a process improvement or similar project. The purpose of data collection is to obtain information to keep on record, to make decisions about important issues, to pass information on to others. For the reason of getting reliable information/data, the researcher used both primary and secondary data collection methods. The primary data collection method included questionnaires, interviews and personal observation; whereas secondary data were obtained from various documents such as books, journals, files and other written reports available at Ethics Secretariat

3.6.1 Interviews

Interview are two-way systematic conversation between an investigator and an informant, initiated for obtaining information relevant to a specific study. In this study, the researcher used interview because it involved not only conversation, but also learning from the respondents' gestures, facial expressions and pauses, and his environment. During interview, face-to-face contact or contact over telephone and calls made the researcher to get concrete data and learn respondents' feelings toward the study.

This method was used by the researcher to get information concerning the study. The types of interviews were used as referred by Kombo and Tromp (2006:93) as structured and semi-structured interviews. Thus, the interviews guided by a set of questions and issues which were explored thoroughly. The interviews were conducted to senior management officials i.e. the Commissioner for Ethic and Heads of Departments/Units who are knowledgeable in organisational environment. The interview method was used in order to give interviewers a wide range to explain about matters concerning E-government. Through interview it was easier for a researcher to obtain other information which lacked from the questionnaires. The interview guide was prepared according to the objectives of the study and structured according to individual unit of inquiry.

3.6.2 Questionnaire

Questionnaire is method of data collection whereby the researcher used to collect primary data. It was very advantageous to use because it helped to cover a large population regardless of its geographical location. Also, it gave time for respondents to give their well thoughts.

A questionnaire consists of a number of questions printed or typed in a definite order on a form or a set of forms. In this method, questionnaires were sent to the persons concerned with a request to answer the questions and return the questionnaire. The researcher used the written questions intending to get answers concerning the issues in study i.e. the e-government system at Ethics Secretariat. Two types of questionnaire were prepared and served to the top management cadre (English questionnaire), as well as to the lower cadre employees (Swahili questionnaire) respectively. The questionnaire covered all intended parties of the research problem, aiming to answer Research questions pointed out. A total of forty three (43) middle and ordinary/lower staff cadre respondents were provided with the questionnaires following the sample size selected; as it is indicated in Table 3.1. The investigator opted to use the questionnaire because much information from a large sample of respondent was collected within short time with less costs, also more information could be obtained as the respondents were free to fill in information at their convenient time and place.

3.6.3 Observation

Is a method of data collection in which the situation of interest is watched and the relevant facts, actions and behaviors are recorded (Marketing research, 2008). Under the observation method, the information is sought by way of investigator's own direct observation without asking from the respondent. The researcher worked with the organization in study i.e. the Ethics Secretariat especially at the department of information and communication.

The researcher therefore has had a chance of observing what is actually done by the management in implementation of information and communication. This technique

actually helped the researcher to observe the IT operators on how they practice e-government at Ethics Secretariat.

3.7 Data Analysis

The analysis of data was done quantitatively and qualitatively. The Quantitative data analysis included tabulation and percentage. On the other side qualitative data analysis included Explanation building and Comparison of data and information. The results were summarized and given concluding remarks on the findings applied on solving problem statement and fulfilling the research objectives.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents research findings analysis and discussion of findings based on interpretations derived from data analysis. The study used various methods of data collection such as questionnaire, observation, documentation, face to face interview, and phone calls interview.

The findings are presented in a line with specific objectives of this study. These were: to examine the legal and policy framework of E-Government, to describe the practice and role of E-Government, and to identify challenges of E-government at president's office ethics secretariat. The chapter is arranged in various sections as follows:

4.1 Presentation of Findings

4.1.1 The legal and policy framework of E-Government at Ethics Secretariat

The first objective of this study examined the legal and policy framework of E-Government at the Ethics Secretariat. Findings revealed that ES has yet to develop, document and operationalise own Legal and Policy framework. The plan is in place to do so. An IT Consultant has been engaged to perform various tasks including development of ES IT Strategic Plan, ES Database System, IT Security Policy, IT Operations Manual, Review and Improve ES Website, and Preparation of IT Sales Service Level Agreement (SLA) to ensure effective utilisation and provision of Internet services in ES.

In 2010, E-Government Agency issued a National Guideline Document containing General Rules and Practices for proper, safe, secure use of IT facilities and services (Mwongozo kuhusu matumizi bora, sahihi na salama ya TEHAMA serikalini). The Rules and Practices are applicable to all MDAs and LGAs. This Policy Directive is part

of strategic goal and objective of streamlining IT/ICT adaption and adoption in the Public Sector. In addition to the Policy Directive, it is also directed that all MDAs and LGAs should establish their own IT/ICT Strategic Documents that will provide guidelines for proper and effective utilisation of IT/ICT services in line with their mandates.

According to ICT department at Ethics Secretariat, e-Government is not a legal product of Ethics Secretariat itself but it is a government policy as established by National ICT policy of 2003. The policy led to the founding of The e-Government Agency (eGA) which later was established by the Executive Agencies Act, Cap 245 as a semi-autonomous institution, with the mandate of coordination, oversight and provision of e-Government initiatives and enforcement of e-Government standards in the public service (www.egov.go.tz).

The study revealed that, the application of e-government at Ethics Secretariat is legally practised and used to facilitate daily activities in a better way as advised by the National ICT Policy of 2003. The study found out that ES linked to the national website, it has website (www.ethicssecretariat.go.tz), staff emails, and also there are communication network devices like routers created to facilitate internet. The information available includes the Public Leadership Code of Ethics Act, Asset and Declaration form for public leaders, ethics pillars, and other information regarding ES activities. The study also identified a circular on the proper use of e-government at Ethics Secretariat which stipulates that; all computers maintenance should be done within office premises; secondly, the use of storage devices such as floppy, flash disc, diskette, and external hard disc should be used for official documents only, no personal data should be kept in. likewise, the office laptops and desktop must be used for government activities only; and lastly, the guidelines insist on the use of email originated from the government domain and not to use yahoo, hotmail, and gmail domains for government communication.

4.1.2 The role of E-Government

The researcher also was interested in knowing the role played by e-government in the study area. The results were as depicted in Table 4.1.

Table 4.1: Roles of E-government

	E-government roles	Response on Disagree (percentage)		Response on Agree (percentage)	
		Frequency	Percentage	Frequency	Percentage
1.	Improving efficiency	40	75.5	13	24.5
2.	Accessing information	34	64.2	19	35.8
3.	Enhancing quality of service	39	73.6	14	26.4
4.	Improving trust relationship of government and citizens	33	62.3	20	37.7

Source: Field data, 2015

The following here under are the detailed explanations of the roles of e-government at Ethics Secretariat as found during the study.

Improving efficiency at Ethics Secretariat

With regard to E-government, efficiency refers to the extent to which E-government has been applied to bring an intended effect at Ethics Secretariat. According to this study, efficiency was measured by considering time and cost used in relation to the results obtained after introducing E-government. The purpose of introducing e-government system in Tanzania aimed at facilitating government operations and improving efficiency in service provision. But the situation seems to be different in many government departments and agencies. The study found that e-government at Ethics Secretariat does not play its role well as a factor for enhancing efficiency. It is noticed that, ICTs are a necessary enabler of reforms to the ways in which public administrations work. Improving internal operating systems—financial systems, purchasing and payment arrangements, internal communications and sharing of

information—and programme processing and delivery arrangements can generate operating efficiencies and improve performance. During the study the researcher found out that, the application of e-government at Ethics Secretariat is not effective. There is no well-known internal operating system that can help to communicate between the headquarters and zonal offices; there is no database for public leaders who are the main customers of Ethics Secretariat. The customers (citizens) also do not feel this role as important since they do not get what they expect. The citizens believe that they may get information regarding public leaders' conducts, their assets and properties owned, but this is not available on ethics website. The responses from questionnaires and interview prove that the e –government despite its initiative at Ethics Secretariat, still is not playing its role in enhancing efficiency. For the population of 53 respondents, 40 respondents who are 75.5% of the total population didn't agree about this role while 13 respondents who are equal to 24.5% agreed that e –government play this role well

Accessing information

Access to information is vital for transparency, accountability, participation and rule of law and all hallmarks of democratic governance. It empowers people to take an active part in political decision-making, including the free and open debate essential to sustain pluralistic regime. The study on e-government at Ethics Secretariat gave out the result that people are expecting to access information regarding Ethics Secretariat including seeing public leaders asset and liabilities declaration form, but the public leadership code of ethics No 13 of 1995 declare that public leaders' assets and liabilities declaration forms are confidential. This makes it difficult to put them on line. The conduct of Ethics tribunal, the results of tribunal on various cases against public leaders, and general information of Ethics Secretariat operationalisation are also confidential and it is difficult to be accessed by the normal citizen. The study revealed that, this expectation has not been realised simply because the website and other e-government product don't provide updated information. For instance, Ethics website still has information about Facility for Ethics, Accountability and Transparency which was controlled by Ethics Secretariat. This facility is no longer functioning since the

year 2012 and not existing anymore but its information is still on website. The study revealed that 34 respondents (64.2%) feel that the role of access to information is not well enhanced. On the other hand, 19 respondents (35.8%) agreed that e-government at Ethics Secretariat has improved access to information.

Enhancing quality of service

Enhanced quality of service has been a major component of public administration reform over the past two decades, and the use of ICTs to generate improvements in services has been a primary driver for e-Government activity. In particular, the use of the Internet has given a major boost to customer focused, seamless services, which aim to transcend the structure of public administrations. Online services are increasingly seen as part of a broader services strategy, with benefits to customers and improving efficiency. As users of public services are often obliged to interact with government, user dissatisfaction with the quality of government services can quickly become a major political issue. This is the same to Ethics Secretariat, since the study found out that the online service provision by Ethics Secretariat does not meet customers' satisfaction. The study revealed that, the website is not updated to the current information; it is also difficult to get online services, poor networking system, and poor interaction between the government and its citizens. Generally, all these challenges are brought about due to various factors that include unreliable electricity, poor network infrastructure, computer programmes which are not modern and financial constraints. During the study, 39 respondents (73.6%) did not perceive e government as a factor for enhancing quality service since its establishment. The other 14 respondents (26.4%) believed that e-government helps to facilitate information and enhance service provision to its customers. They commented that, the Ethics website can provide enough information to its customers. Therefore, the majority (39) respondents indicated that e-government at Ethics Secretariat does not play its role effectively.

Improving trust relationship of government and citizens

Through citizen engagement, e-Government can improve the overall trust relationship between government and public administrations. By improving information flows and encouraging active participation by citizens, e-Government, is increasingly seen as a valuable tool for building trust between governments and citizens. During an interview with some of the officials, it was revealed that the e-government system applied at Ethics Secretariat seems to be not providing effective customers' support toward accessing government information. Through e-government, citizens expect to get information about the conducts, practices and plans and policies that can help to inform people and enhance transparency and accountability. But the website and internet system at Ethics Secretariat do not provide a room for citizens to capture enough information due to laws and regulations that do not allow citizens to have access to different ethics secretariat information. Generally, there is high confidentiality in accessing various information.

4.1.3 The challenges of E-government at president's office ethics secretariat

The aim of the study was also to see if there are any perceived challenges in the practice and role played by e-government at President's Office, Ethics Secretariat. The study revealed that, there are some challenges in the practice of e-government at Ethics Secretariat. The challenges were grouped into human aspects, infrastructural aspects, financial aspects, political aspects, and legal aspects.

The table below shows the responses on challenges facing e-government practices at Ethics Secretariat

4.1.3.1 Human Resource

The study found out that, Ethics Secretariat has a very big challenge on human resources area especially on IT department. For instance, in the President's Office Ethics Secretariat there are only two IT experts at Headquarters, Dar es Salaam. This brings a challenge in dealing with all issues concerning IT at the headquarters as well

as zone offices. There are seven zones including Northern zone (Arusha), Southern zone (Mtwara), Central zone (Dodoma), Eastern zone (Kibaha), Western zone (Tabora), Southern highland zone (Mbeya) and Lake zone (Mwanza). All these zones have no IT experts at all. Ethics Secretariat lacks adequate number of human resources especially on ICT expert due to poor budget allocated to the organisation. These findings coincide with that of Karokola *et al.* (2013) who pointed out that an analysis of awareness and training and capacity building, which are the two dominant themes under the human aspect, reveals that the lack of ICT skills in the public sector is a major challenge for e-government initiatives. This is the case in Tanzania where lack of qualified staff is chronic and there is inadequate human resources training.

Furthermore, the human challenge seems to be a rising factor for poor development of ICT technology in public services and Ethics as well. During an interview, it was revealed that the use of e-government by the public is thus undermined by this illiteracy on the use of computer and ICT in general. Most of the workers and public leaders are those who named “born before computer generation” and therefore they have little knowledge on the use of e-government and even not ready to change and accept new technology.

4.1.3.2 Infrastructural challenges

It was another challenge discovered during the study that internet infrastructure is also a major challenge in practicing e-government at Ethics Secretariat. The zonal offices are not connected to headquarters through internet, also the budget for internet to zone offices is not well implemented, also it is difficult to facilitate information to the rural areas especially to councilors who majority of them are in rural areas and less knowledge on internet and ICT in general. Basing on their complaints it is logical to argue that the government was not properly organised in introducing the subject matter. This is because, even if the system was introduced, still there is low accessibility of internet networks, poor budget invested on e-government activities, unreliable network

connections, and furthermore, ES has failed to link zonal offices with headquarters through internet.

4.1.3.3 Financial constraints

The most important themes found under this study are funds and cost for e-government services. The main source of finance in the President's Office Ethics Secretariat comes from the central government and various donors. In the last year, for instance, donors did not disburse the funds as agreed with the government of Tanzania. This affected budget implementation to a great extent, creating a lot of budget problems. These problems make it difficult to plan sustainable ICT initiatives such as e-government. Ethics secretariat in the 2012/2013 financial year requested about TSh. 7.0 billion but was issued only with TSh. 4billion, which was not adequate to deal with development issues, ICT included. The large cost of e-government services amongst other financial constraints poses challenges such as ES fail to have adequate numbers of computers for its officials, poor maintenance for available computers i.e anti viruses, internet connection bills, also poor installation on internet service to various offices and also inadequate number of experts to support e-government activities.

4.1.3.4 Lack of Political will

The study also identified the political interest and willingness as another challenge to the practice of e-government at Ethics Secretariat and Tanzania in general. A number of respondents believed that, politicians are not willing to support e-government at Ethics Secretariat because they believe that they will be exposed to the public with their assets and other personal affairs. Thirty nine (39) respondents (73.6%) asserted that politics is a challenge to the practice of e-government, other 14 respondents (26.3%) were not seeing that politics is the challenge. Leadership and political situation are the dominant themes here. It is important for government leadership to support e-government initiatives. Leadership is one of the main driving forces of every new and innovative project or initiative. This is because the implementation of e-government initiative requires complex and large scale changes, which is unfortunate in Tanzanian

situation due to the fact that some government officials view e-government as a challenge and threat to their position power and viability such that they become resistant to the idea of online transactions plus building and maintaining the organisation's wide commitment of doing e-government. Leaders, for example, fear to permit the publication of filled declaration forms of assets and liabilities in the ethics secretariat website due to the fact that if this information is accessed by citizens, can somehow be detrimental to their political life. Such lack of support from politicians and high level bureaucrats poses a challenge for e-government and its sustainability that leads to underdeveloped e-government platforms.

4.1.3.5 The Legal framework

With regard to legal framework, the study revealed that there are legal matters that have to be changed so as to have an effective e-government system. These includes a range of new laws, rules, policies, and regulations which address electronic activities such as freedom of information, computer crime, property rights and copyright issues amongst others. Some of the respondents pointed out that the ES website enable the publication of various information regarding ethics secretariat as one of the legal framework requirements but it is not much applied in Tanzania due to poor legal implementation. Since it is important to have such laws and policy in place if e-government initiatives are to be implemented successfully, there is need for laws which strengthen the adoption of digital technology for e-government.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Summary of findings

The research was intended to investigate the e-government system, for the case of President's Office, Ethics Secretariat Headquarters, Dar es Salaam. The study was conducted in all seven departments which were; administration and human resources management, accounts, Government communication, procurement department, planning, monitoring and evaluation department, information and communication technology, and legal service department. Also, other data were collected from zones which are Arusha, Mwanza, Kibaha, Mtwara, Tabora, Mbeya and Dodoma. Therefore, the researcher managed to visit all other departments to collect various data, information, opinions and views over performance measurement system so as to get concrete data. The President's Office, Ethics Secretariat constituted a total of 165 work forces. The target sample was 60 from all departments which was equivalent to 36.4% of the total population.

However, the filled in questionnaires were 53 out of 60 which was equivalent to 88.3% of the targeted population.

The study also aimed at answering the following questions; what are the legal and policy frameworks of E-Government? How effective are practice of E-Government? What are the challenges of E-government at president's office ethics secretariat? What measures should be taken to enhance E-Government system?

During the data collection, the researcher discovered that Ethics Secretariat has many bottlenecks on the practice and roles of e-government in Tanzania. For instance, there were human resources challenges, financial problems, political aspects, poor internet infrastructures, legal framework aspects. Regardless of those problems, the researcher discovered that there is a need to improve e-government practices and roles in

government agencies especially at Ethics Secretariat. This is especially to start with creating good internet infrastructures by facilitating computer and having adequate number of IT experts who can help to activate the process but also to educate the e-government users and customers to be aware of the system. The respondents liked the system but due to poor knowledge and complexity of the system, e-government at Ethics Secretariat was not successfully implemented.

5.1 Conclusion

General conclusion in this study is that one cannot objectively ignore the role and practice of e-government for his/her own reasons especially at the time being where electronic government is necessary to enhance and improve public service. E-government is vital to enhance quality service, support more effective outcomes performance and improve trust relationship of government and citizens and facilitate easy access of government information results. The argument on this study was the assessment of e-government system, with the case of President Office, Ethics Secretariat. For electronic government to be effective, the following should be considered; there is a need for strong legal framework that will facilitate the establishment of proper laws regarding internet and e-government services, increasing budget to Ethics Secretariat that can help to curb the problem of human resources and ICT infrastructure, and also to educate the citizens, leaders and ethics employees on the proper use of ICT.

5.2 Recommendations

The researcher observed that electronic government is an important process which is directly proportional to effective service provision as well as increasing accountability and transparency of any organisation. Failure to have proper practice of e-government system, any organisation like Ethics Secretariat, can affect the performance of the organisation to some extent since the cost and time needed in performing various activities will be high. In order to restore the situation at Ethics Secretariat, the researcher came up with the following recommendations:

5.2.1 The legal and policy framework of E-Government

The findings of the study have shown that, the practice of e-government at Ethics Secretariat is generally poor. The intended results are not well known, the information is not up to date, no transparency of leaders' information, and other related matters are not well achieved.

Based on the above findings of the study, the researcher recommends that, it is through e-government practices and role that Ethics Secretariat can enhance transparency, accountability, efficiency, fairness, service to promote locations, public private partnership, cost saving and convenience services to citizens. Therefore, the researcher recommends that there is a need for proper policy and legal framework that can help to support the practice and roles of e-government at Ethics Secretariat.

An enabling policy environment for e-government usually requires laws and regulations on the authentication of actors to ensure the protection of citizens' rights and guarantee security and privacy. One relevant legal matter is amending rules that state that some kinds of documents, which originally needed to be presented in paper, can also be presented electronically. Further, the topics of electronic signatures and the authentication of a citizen's or officer's identity need to be technically and legally validated.

5.2.2 The practice and role of E-Government

The study has shown that e-Government in Ethics Secretariat does not play its role well. The roles of access of valid information, improving efficiency, enhancing equality, promoting transparency and accountability, supporting more effective outcomes, role of enhancing quality of service and promoting trust relationship between the government and public (citizens) seem to be challenged with various issues as discussed in the previous chapter. The researcher recommended that, the Ethics Secretariat must increase cooperation with other international corporations like USAIDS, CIDA and other stakeholders to invest more on e-Government so that they

can fully support the system and provide viable infrastructure for the development and practice of e-government. The investment on human resources and training will help to build capacity of the available experts and also to increase the required numbers of staff in each zone.

5.2.3 Solution to the challenges faced by employees on e-government system at Ethics Secretariat

A researcher also asked respondents to suggest various best solutions which may combat the aforementioned challenges in the last part of chapter four. Various solutions were suggested; those were to educate employees on e-government, to increase the number of human resources in area of IT, the required number of human resources on IT department will make possible to have adequate number of employees in each zone. Also, there is a need to increase budget, to establish a law which will govern the e-government system, and to provide for good e-government infrastructure.

Leaders of e-Government projects need to wear two hats at once – a technology hat and a process-engineering hat. These managers, typically, must understand how to customise applications that tie-together complex computer-based technologies in concert with revamping underlying business processes and organisational structures. If worrying about marrying technology with the organisation is not enough, the government is typically constrained by a combination of political, legal, public policy, organisational, technological, and human capital factors. Adding to this, citizens, the end users, are very diverse in their ability to understand government services and their desire and ability to use self-service computer systems. Governments must be equipped with the knowledge and subsequent capabilities to respond to these challenges and, at the same time, deal with ongoing issues in the political, economic, and social environment. System developers must adopt standard off-the-shelf solutions or build applications from scratch to develop more complex ICT solutions. These factors may limit the likelihood that governments can expect to be successful in adopting e-Government.

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APPENDICES

MZUMBE UNIVERSITY

Appendix I: Questionnaire for managerial cadre

The aim of this questionnaire is to collect information that will be used to examine the practice and role of E- government at president's office Ethics secretariat. The information collected from this questionnaire will be treated as confidential and for the purpose of this research only.

SECTION 1; BACKGROUND INFORMATION

1. Respondent position
2. Gender.....
3. Department.....
4. Education qualification.....
5. For how long have you been working in this organisation?
 - a. Less than 5 years.....
 - b. 6 to 10 years.....
 - c. 11 to 15 years.....
 - d. More than 15 years.....

Section 2 E- government at ethics secretariat

6. What do you know about E- Government?
.....
.....
.....

Which is the legal framework for e-government

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

7. Is the legal framework implemented effective to enhance good practice of e-government?

YES	
NO	

8. If the answer in question 8 above is YES, explain How

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

If the answer is NO, Why

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

9. What are the policies guiding E-government?

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

10. Are the policies implemented effective to enhance good practice of E-government?

YES	
NO	

11. If the answer in Qn 11 above is YES, explain How?

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

If answer is NO, Why?

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

12. How the president's office ethics secretariat practice E- government?

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

13. What is the role of e-government at ethics secretariat?

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

14. Is there challenges facing e-government at ethics secretariat?

YES	
NO	

15. If the answer in Qn 15 above is YES, Explain about those challenges

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

16. What should be done to overcome challenges facing E-government?

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

17. What should be done to enhance E-government?

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

THANKS FOR YOUR COOPERATION.

MAJID PHARIS MOHAMED

Msc – HRM

2013 / 2014

APPENDIX II

CHUO KIKUU MZUMBE

KITAMBULISHO 2

Dodoso kwa ajili ya wafanyakazi katika idara mbalimbali za secretariati ya maadili ya viongozi wa umma juu ya utafiti kuhusu utendaji kazi wa serikali mtandao katika ofisi ya seretariati ya maadili ya viongozi wa umma

SEHEMU YA KWANZA: TAARIFA BINAFSI

1. Wadhifa/Cheo.....
2. Jinsia.....
- ...
3. Idara.....
4. Kiwango cha elimu.....
5. Ni kwa muda gani umekuwa ukifanya kazi katika idara hii
 - a. Chini ya miaaka 5.....
 - b. Miaka 6 hadi 10.....
 - c. Miaka 11 hadi 15.....
 - d. Zaidi ya miaka 15.....

SEHEMEU YA 2 SERIKALI MTANDAO KATIKA SEKRETARIATI YA MAADILI YA VIONGOZI WA UMA

6. Unaelewa nini kuhusu serikali mtandao
.....
.....
7. Ni kwa namna gani ofisi ya Rais, seretariate ya maadili ya viongozi wa umma inatekereza serikali mtandao?
.....
.....
.....

8. Serikali mtandao ina kazi zipi katika sekretariate ya maadili ya viongozi wa umma?

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

9. Kuna changamoto zozote zinazoikumba serikali mtandao katika ofisi ya sekretariati ya maadili ya viongozi wa umma?

NDIO	
HAPANA	

10. Kama jibu kwenye swali la 9 hapo juu ni NDIO, elezea juu ya changamoto hizo

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

11. Je nini kifanyike ili kuweza kutatua changamoto zinazoikumba serikali mtandao?

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

12. Je nini kifanyike ili kuboresha matumizi ya serikali mtandao?

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

AHSANTE KWA USHIRIKIANO WAKO

MAJID PHARIS MOHAMED

Msc. HRM

2013/2014

TIME SCHEDULE

S/N	Research activity	August	September	October	November	December	January
1	Pilot study and pre-testing research tools						
2	Data collection						
3	Data analysis						
4	Report writing production of draft						
6	Final report writing and submission						

Source; researchers 2014

RESEARCH BUDGET

S/N	Item	Cost Tshs
1	Stationary	
	photocopy	350,000
	spring files	30,000
	binding 6 copies	25,000
	note book	25,000
	secretary service	600,000.
	ballpoint pens	15,000
	<i>Total stationary</i>	1,020,000
2	Supporting cost	
	Computer and internet services	300,000
	Data analysis cost	900,000
	One research assistant	400, 000
	<i>Total supporting cost</i>	1,600,000
3	Transport and accommodation cost	
	Research trip in dare s salaam	200,000
	From dare es salaam to Morogoro	300,000
	Accommodation and meals	2,500,000
	<i>Total of transport and accommodation</i>	3,000,000
	Grand total	5,620,000