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Name : **Emelda Magaya**
Reg Number : **R135682C**
Level : **4.2**
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Supervisor : **Mrs Mudzamiri**

Topic:

An assessment of the impact of e-government on service delivery in Zimbabwe's public sector. The case of Home Affairs: Department of the Zimbabwe Republic Police from period 2005 – 2015

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DEDICATIONS

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To the Lord God Almighty for the power and glory belongs to him.

ABSTRACT

The study was an assessment on the impact of e-government on service delivery in the public sector. The focus of the research was on how e-government has helped improve the service delivered by the Zimbabwe Republic Police from period 2005- 2015 and its other benefits thereof still to be uncovered as the use of e-government becomes popular in the police force. In this case, the study triangulated the research methodology due to mixed perceptions concerning e-government as an effective tool to improve public service delivery. The research findings gave a clear manifestation of the potential of e-government to positively impact service delivery by promoting the principles of transparency, accountability and effectiveness. The research also uncovered the fact that the manual way of service delivery is being outdated by the improvements in technology and delivering service manually proves to give a fatal breeding ground for crime rates and corruption among the police force and members of the public. In this regard, the research proposes the need for the adoption of a clear and sound e-government system able to curb the inherent problems in the current situation. Along this line, e-government is touted to have a potential in creating public value thereby improving service delivery.

Abbreviations

CCS.....Central Computing System

CCTV.....Closed-Circuit Television

COMESA.....Common Market for Eastern and Southern Africa

E-government.....Electronic government

GPA.....Global Political Agreement

G2B.....Government to Business

G2C.....Government to Citizen

G2G.....Government to Government

ICT.....Information and Communication Technology

IRMBS.....Integrated Results Based Management System

NECF.....National Economic Consultative Forum

UN.....United Nations

UNDP.....United Nations Development Programme

WSIS.....World Summit of the Information Society Conference

ZIMASSET.....Zimbabwe Agenda for Sustainable Socio-Economic Transformation

ZRP.....Zimbabwe Republic Police

Chapter 1: Introduction, Background of study, Statement of problem, Objectives, Research questions, Justification of the study, Ethical Considerations, Limitations and Delimitations

1.0 Introduction

Improvements in technology in the past years have presented a shift in the way that government departments and agencies deliver their service. Many African countries have adopted the use of computerised technology and amongst them Zimbabwe is one of the few countries committed to good governance and Information Communication Technology (ICT) related initiatives in service delivery. In recent years efforts have been made to introduce e-government services to the public sector but little attention has been given particularly to the Zimbabwe Republic Police. The Ministry of Home affairs with its various departments has introduced e-government but it proves to not have taken much effect. The all embracing objective of the study is to bring out the effectiveness of e-government on service delivery in the public sector, paying particular attention to Zimbabwe Republic Police, weighing the extent to which e-government can be an antidote to stumbling blocks on provision of quality service. The study attempts to bring to light the relevance of e-government to Zimbabwe's public sector, exploring whether it is adequate on its own or it needs complement from other forms of service delivery to usher quality service and make prolific steps towards a transparent, accountable and effective public sector.

1.1 Background of study

One of the major challenges for all countries has been the need to improve public service delivery, as public services are a key determinant of quality of life and poverty eradication. According to Besley and Ghatak (2006) the challenge is particularly apparent in Africa where historically the quality of service provision has been poor and the needs of the poor continuously increase. However, Price (2007) posits that the public sector is facing pressure to deliver more effective and efficient public services to citizens despite a multitude of socio-economic and global challenges that governments are facing. In recent years, Information and Communication Technologies (ICTs) have dramatically changed the lives of people around the world and are still proving more efficient. UN/DESA (2007) points out that governments recognise the need to find solutions that will increase public value to their citizens. The

deployment of Information and Communication Technologies in the government in Zimbabwe goes back to the early 1970s when the Central Computing Services (CCS) provided ICT services to the public services.

Following this was the adoption of the Integrated Results Based Management System (IRBMS) in 2005 which is underpinned by the Government as major step to improvements in service delivery according to COMESA (2005). Following the formation of the inclusive government in 2009 as determined by the Global Political Agreement (GPA) of 2008, Zimbabwe established the Ministry of Information and Communication Technology whose mission is to promote the deployment and use of ICTs in order to intensify national competitiveness and growth. In his speech during the 2003 World Summit of the Information Society Conference (WSIS) in Tunis, President Mugabe said “ICTs can be a useful tool in generating economic growth and employment creation, improving productivity and quality of life for the people.” Furthermore, the Zimbabwean government did not stop there, the government directed its ministries, departments and agencies to implement e-government systems in 2013 as enshrined in the Zimbabwe Agenda for Sustainable Socio-Economic (ZIMASSET) policy document running from period 2013 to 2017.

Despite glaring opportunities to improve efficiency and effectiveness through ICTs in the public sector, Government Ministries and Departments in Zimbabwe are still doing business manually where e-government proves to be a panacea to the inherent problems in the public sector. As defined by Devasana and Balraj (2014), e-government is the implementation and delivery of government services through Information Communication Technologies to achieve efficiency, effectiveness, transparency, accountability and information sharing. E-government has been introduced to various government ministries, including the Ministry of Home Affairs and its various departments. Correspondingly, the current Zimbabwe Republic Police’s service delivery system is yet to provide its major services online. In spite of the fact that some of the internal systems are computerised, electronic delivery of service is yet to be implemented. In Zimbabwe there proves to be an unclearly defined government strategy on the adoption of e-government. According to Sihlezana (2006), this absence may increase risk of poor coordination and blurred accountability. While it is acknowledged that Zimbabwe’s e-government development is still in phase 1 and 2 of service delivery, they can progress to stage 3 and 4.

1.2 Statement of problem

There is a social contract that exists between the police and the community for effective service delivery. The general public feels safe and secure when the police professionally execute its constitutional mandate of preserving internal peace, general maintenance of law and order, protecting life and property as well as arresting offenders. Increased crime rates and corruption has led to poor service delivery in Zimbabwe's public sector and this has resulted in lack of confidence by the public in the way the Zimbabwe Republic Police provide its services to the general population.

1.3 Objectives

1. To explore the factors which led to the introduction of e-government to the public sector?
2. To assess the steps taken by the responsible officials in implementing e-government in the Zimbabwe Republic Police
3. To analyse the effectiveness of e-government in promoting transparent, effective and accountable service delivery in the public sector.
4. To proffer comprehensive means of implementing e-government in the public sector.

1.4 Research questions

1. What factors led to the introduction of e-government to the public sector
2. Who is responsible for the implementation of e-government in the Zimbabwe Republic Police and what have they done so far.
3. What impact has e-government had on service delivery in Zimbabwe's public sector?
4. What means can be devised to promote full realization of e-government in the Zimbabwe Republic Police.

1.5 Justification of study

The significance of the study is that it shall bourn a deeper understanding of the impact of e-government system on service delivery in the public sector and therefore manifest challenges impeding the sound implementation of the use of Information and Communication Technologies in service delivery by the Zimbabwe Republic Police since the period 2005 to 2015. Further, the research shall map means towards a comprehensive e-government system adoption. Therefore the study will be of paramount importance aimed to the Zimbabwe

Republic Police as it will bring to light its capacitated shortfalls coupled with organizational bureaucracy and hopefully culminate to improvements in delivering service electronically to the public.

1.6 Ethical considerations

Burgess (1989) stipulates that ethics are the forms or standards for conduct that distinguish between right and wrong. They help to define between what is acceptable and unacceptable behaviour and they prevent against fabrication or falsifying of data and promote the pursuit of knowledge and truth which is the primary goal of research. Therefore the researcher shall ask for permission from a company's governing board to do the research, explain humbly to various respondents why the researcher is carrying out the research. The researcher will confide in the respondents considering maintenance of anonymity of test subjects whilst administering surveys or questionnaires and report accurately the research findings and making valid conclusions.

1.7 Limitations

The study will be characterised by various limitations which include, obtaining information from the Zimbabwe Republic Police which may rise suspicion in the study. Other limitations include people's attitude towards the topic under study which might culminate to reluctance to talk about e-government as it might be a threat to job security. Another limitation is the issue of protection of information, protocol and bureaucracy which might result in the researcher getting limited information from the police. The major limitation for a case study design is said to be that it is difficult to generalise findings to other situations, especially where a single case is involved. Nonetheless the researcher shall employ information from secondary sources like legal articles, journals, acts, statutes and internet research to complement gathered information.

1.8 Delimitations

The research shall lay emphasis on the impact of e-government on service delivery in Zimbabwe's public sector with particular regard to the Zimbabwe Republic Police from period 2005 to 2015. The study will also include various responses from police officers, the public and prisoners as well. The study will also be informed by the neo-institutional theory and public value theory. Supporting documents such as constitution, acts, journals, books and the media will also complement the study in attempting to bring to light the impact of e-government on service delivery in the public sector with particular regard to the Zimbabwe Republic Police.

1.9 Summary

Chapter one introduced the research topic. The chapter gave a brief background of the study. It went further to lay out the research objectives and research questions that are relevant for gathering information appropriate for the research under study. Justification of the study and ethical considerations for conducting the research was provided in the chapter. Limitations and delimitations of the study on the assessment of the impact of e-government on service delivery in the public sector by the Zimbabwe Republic Police has been laid out.

CHAPTER 2: Literature Review and Theoretical Framework

2.0 Introduction

The first section seeks to provide an understanding of how e-government has evolved and the roll it has played in service delivery in the public sector and the Zimbabwe Republic Police. The latter sections look at the merits and challenges that are associated with deploying e-government in Zimbabwe's public sector.

2.1 Conceptual clarifications

2.1.1 Public sector

Public sector consists of governments and all publicly controlled or publicly funded agencies, enterprises and other entities that deliver public programs, goods or services. The public sector consists of an expanding ring of organizations, with core government at the centre, followed by agencies and public enterprises.

2.1.2 E-government

E-government according to Almarabeh and Abuli (2010) can be defined as the 'use of information and communication technologies to offer citizens and businesses the opportunity to interact and conduct business with the government by using different electronic media such as telephone touch pad fax, smart cards, self service kiosks and internet. E-government (short of electronic government) is the use of electronic communications devices, computers and internet to provide public services to citizens and other persons in a country or region. Pardo (2000) describes e-government as an evolutionary process. He stipulates that ICT will impact processes, both internal and external as well as structures to enable government to realise the benefits of efficiency, accountability and citizen centricity. Yildiz (2007) looks at the different categories of e-government and uses this to classify the different roles played by e-government in service delivery. Government to Government (G2G), role of e-government can be primarily to facilitate communication, standardization of information and services as well as providing a platform for coordinating activities of different arms of government. Government to citizen (G2C) interaction can provide a platform for communication, transparency and accountability through reporting mechanisms and crime detection. Government to Civil society facilitates communication and coordination efforts in the event

of a disaster. Government to business (G2B) communication can facilitate collaboration between government and business as well as allow for transactions to be conducted online. Citizen to citizen communication can be facilitated through discussion forums to provide a means to communicate coordinate or to organize grassroots activities for citizens.

E-government has evolved through four distinct phases where each stage follows the other as stipulated by Schelin (2003). Phase one is about information presence whereby communication is one way, which is government to citizen. Phase two is concerned about interaction whereby the government and citizens interact with means like applications, forms, permits and requests. Phase three is focused on transaction whereby fine payments, licence renewal are made online. The fourth phase is focused on transformation whereby there is a single government portal which provides access to a variety of services. One can comment that Zimbabwe is still in the first stages of e-readiness with some features of stage one and two. This means that there is need to seriously consider the use of Information and Communication Technology and if Zimbabwe's e-government strategy is managed properly, it would improve service delivery.

2.2 State of e-government in Zimbabwe

Zimbabwean government has demonstrated its willingness to apply information and Communication Technologies in their public administration but it is in the emerging stages. The Government of Zimbabwe has since 2005 embarked on a number of programs initially to assess the country's e-readiness, to develop an ICT Policy in 2010 and more recently to develop an e-government strategy in 2011. The government of Zimbabwe in conjunction with the National Economic Consultative Forum (NECF) and with support from the UNDP commissioned an e-Readiness survey in 2005 which indicated that Zimbabwe government possesses an immense potential through its wide area network and application systems such as SAP Software, civil service payroll, national registration system. A National Policy framework was crafted in 2006 whose purpose was to come up with strategies in and across all sectors of the economy. The policy framework was crafted under the vision "to transform Zimbabwe into knowledge based society by the year 2020". Key to historical development of e-government was the single Government Web Portal which aimed at pulling government information and services to a single access point. Following the formation of the inclusive government in 2009 as determined by the Global Political Agreement (GPA) of 2008, Zimbabwe established the Ministry of Information and Communication Technology whose

mission is to promote the deployment and use of ICTs in order to intensify national competitiveness and growth. Furthermore the government directed its ministries, departments and agencies to implement e-government systems in 2013 as enshrined in the Zimbabwe Agenda for Sustainable Socio-Economic (ZIMASSET) policy document running from period 2013 to 2017. The importance of this document lies in its contribution towards better policy and strategy formulation for the adoption of e-government. In Zimbabwe there proves to be an unclearly defined government strategy on the adoption of e-government. According to Sihlezana (2006) this absence may increase risk of poor coordination and blurred accountability. One can comment that, although the government is laying out plans and strategies for e-government, there proves to be no clear strategy for the police force and this could be a challenge to a sound adoption of e-services in the police, therefore risking the quality of service provision.

2.3 Nature of the Public sector

The objective of public sector reform since its inception has been geared towards innovative ways of bringing about socio-economic development. Among this line, ICT is touted to have a potential in creating public value according to Bannister and Connolly (2014). While Weber (1968) was essentially optimistic about the bureaucracy, several of its features including excessive observance and submission to rules and regulations, inefficiency, political interference, misuse of power, poor decision making, corruption, job dissatisfaction, concentration of power, low creativity, managerial frustration, organizational conflict and many other dysfunction have come to characterize the public sector throughout Africa, Guma (2012). According to Weber (1947), true to Weber's prophecy, bureaucracy remains "one of the hardest social structures to wipe out, once it is fully established, and the idea of eradicating these organisations becomes increasingly utopian".

The findings of a 2000 survey commissioned by Transparency International Zimbabwe found that Zimbabwean citizens regarded the public sector as the most corrupt sector in the country. In this survey respondents favoured the police as being most corrupt followed by political parties, legislature, public officials, civil servants and the judiciary. In 2008, a Transparency International director announced that Zimbabwe loses US\$5 million to corruption everyday. From the above, one is bound to say that the public sector calls for vivid reform if it has to

create public value. E-government could play an important role since its primary goal, according to Ruhonde et.al (2008) is to achieve good governance with such tenets as accountability, transparency, efficiency and responsiveness. The resulting benefits can be less corruption, increased transparency, greater convenience and revenue growth.

It is important for the public sector to start considering the relative value and impact of Information and Communication Technology on the ways we organize ourselves as a human society for choosing and achieving goals of growth and development. Good governance presupposes people's participation. Information and Communication Technology challenges the institutions that have for centuries been considered as vehicles for assuring that participation. Bozeman and Bretschneider (1986) in a study of management information systems in the public sector point to a number of differences in the approach to selecting projects. Public sector organizations avoid risk and may be answerable to more than one authority, with politics playing a disruptive role in any long-term planning that may be contemplated. Procurement and spending is generally within short term budgets operated in highly regulated environments making the deployment of systems more complicated. However ICT can certainly contribute to changes in the ways in which government can operate.

If ICT is applied in the context of public administration, it is bound to have an impact on the creation of public value. Indeed e-government at its best can be viewed as the process of creating public value with the use of modern ICT. ICT allows a government's internal and external communication to gain speed, precision, simplicity, outreach and networking capacity. This can be converted into cost reductions and increased effectiveness to desired features of all government operations but especially of public services. In addition it can be converted into 24/7 usefulness transparency and accountability, networked structures of public administration, for management and knowledge creation in public administrations. From this point of view, ICT in the hands of government can become an effective tool for adding public value.

2.4 The role of e-government in service delivery

The study is firmly rooted in the e-government domain and therefore part of the literature is going to take a broad look at the concept of e-government. The aim is to provide an understanding of how e-government has evolved and the role it has played in service delivery in the public sector. In recent years there has been a paradigm shift in service delivery in government ministries. According to Bilba et.al (2013) 'governments have entered into an intense competition of occupying a leading position in the e-government arena. In Zimbabwe, the government directed its ministries, departments and agencies to implement e-government in their service delivery.

Cunningham and Cunningham (2008), while technology has become a key driver for the implementation of e-government globally, there is a non-appearance of explicitly synchronised efforts at government ministries and departments in Zimbabwe to transform government services to e-government. Disintegration and discrepancies form the major characteristics of e-government in Zimbabwe and this has resulted in inconsistencies in the delivery of public service. Correspondingly, the current Zimbabwe Republic Police's service delivery system is yet to provide its major services online. In spite of the fact that some of the internal systems are computerised, electronic delivery of service is yet to be implemented.

Furthermore, Shailendra et.al (2000) argues that, there proves to be a huge communication barrier between the Zimbabwe Republic Police, government departments and its citizens hence it is vital that suitable technologies are used. There are a lot of services that signifies the existence of e-government services and according to Sharma (2010) these include e-elections, e-police, e-healthcare, e-banking and e-tax declarations to mention but a few. However the success of these services depends on the level of adoption of ICTs among government departments. Therefore for the government to be an effective proxy, it must be implemented using appropriate technologies that support mobility and remote access.

E-government proves to have largely a positive impact on public service delivery in the public sector as pointed out by various scholars. E-government according to Almarabeh and Abuli (2010) can be defined as the 'use of information and communication technologies to offer citizens and businesses the opportunity to interact and conduct business with the government by using different electronic media such as telephone touch pad fax, smart cards, self service kiosks and internet. Chavan et.al (2014) stipulates that an e-police is a government service that uses Information Communication Technologies to brokering systems

in increasing the professional efficiency for the government police administration. This will help create an effective, transparent and accountable police force able to curb the problems of increased crime rates and corruption effectively.

Ebrahim et.al (2013) stipulates that the beauty of e-government in relation to public sector reform is that it has the potential to offer a variety of possibilities for more efficient and effective administration. He further argue that e-government is able to lead the more efficient government with increased accountability and transparency and reduce corruption and prevent many (but not all) of the human errors that manual processing entails.

Chaterera (2012), in a study of attitudes towards e-government in Zimbabwe points to a lack of awareness, lack of technical skills as well as general negative attitudes towards the e-government as being challenges to the successful deployment of e-government services in Zimbabwe. Home Affairs Minister in 1999 provided the rationale this insistence when he highlighted that lack of transparency and accountability with the public service (which includes the police) destroyed the confidence people have in their government and can become a source of instability. When emphasizing the issue of accountability Berg (2005) reiterated the point raised by Dabengwa when she stated “lack of police accountability is fundamentally damaging to society, the public loses trust in the police and resort to alternative means of protection and justice.

According to Webster (1998) customer complaints are a valuable business asset contrary to widely held opinion. He argues that conventional wisdom tries to minimize complaints yet they can be the window for hearing the voice of a changing customer in the current competitive environment. In view of this, the Zimbabwe Republic Police has set complaints handling structures desks throughout the country. One can comment that a lot of literature has been propounded considering the issue of public service delivery by the police but not much has been done on proposing an effective e-government system to build a police force that builds confidence in the public to whom they owe their allegiance.

The Zimbabwe Republic police has tried to build relations with the public but this is being done manually. Over the past two decades, community policing has emerged as a philosophy and a practice in which the police and the public forge a partnership in the fight against crime. Trojanowicz (1984) defines it as a philosophy and organizational strategy that promotes a new partnership between the people and the police. In its change programme

known as the Zimbabwe Police Organization Development Programme, the Zimbabwe Republic Police introduced a number of tools of ensuring quality service to its stakeholders. These tools include strategic, tactical and service plans at national, provincial and station levels respectively. Enforcement of such standards without due regard to environmental factors outside the control of individual officers may cause problems. One can argue that in such scenarios e-government can come into play to ease work. Jar and Schiuma (2007) and Verbeeten (2008) advanced notions that policing should be within a socially constructed system of norms, values and beliefs of the public and variance by the Zimbabwe Republic police may be construed as lack of accountability to the public which they provide their services.

2.5 The Zimbabwe Republic Police

The Zimbabwe Republic Police is such public institution created by Section 219 (1) of the Constitution of Zimbabwe 2013, the Police Service is therefore responsible for detecting, investigation and prevention of crime; preserving the internal security of Zimbabwe; Protecting and securing the lives and property of the people; maintaining law and order and upholding the Constitution without fear or favour. The core values are commitment, professionalism, accountability, transparency and integrity. As such this calls for accountability, oversight and integrity during operations if the public is to be protected from abuse. According to Berg (2005), the lack of police accountability has a damaging effect to the society as they lose confidence in the police and end up resorting to other means of justice.

The Zimbabwe Republic Police has an Information and Communication Technology (ICT) section which is responsible for all information and communication technology matters in the Zimbabwe Republic Police and spearheads the organization in carrying out its constitutional mandate by the timeous dispensation of information between the men on the ground and the Commissioner General of Police, efficiently and effectively. However the study is focusing on the gap that has been left out by the ICT department of the Zimbabwe Republic Police. The use of Information Communication Technologies should be made available to every member of the police force in order to ensure crime detection at each scene rather than having one department responsible for all the internet based communication. This affects the quality of service delivery since a large number of law breakers are able to get away with committing crime without being noticed. Redo (2008) refers to the 1995 and 2002 United Nations

Guidelines on crime prevention and underscores the fact that there is much broader role by the government at all levels to establish proactive rather than reactive strategies for preventing and reducing crime. One can note that, the use of ICTs proves to be a panacea to such challenges and can create a police force that is effective and responsive to the citizens it serves.

2.6 Challenges of E-government

The lack of equality in public access to computers and the internet, “the digital divide” and reference to the fact that people who have low incomes, who are homeless and or who live in remote regions may have little or no access to the internet, reliability of information on the web, and issues that could influence and bias public opinions. There are many considerations and potential implications of implementing and designing e-government, including disintermediation of the government and its citizens, impacts on economic, social and political factors, vulnerability to cyber attacks, and disturbances to the status quo in these areas. The political nature of the public sector also largely contributes to the challenges to e-government.

Because e-government is in the early stages of development it is hard to be applied to forms of government that have been institutionalized. Age old bureaucratic practices being delivered in new mediums or using new technologies can lead to miscommunication. Electronic interaction between government and citizen could potentially lead to a decrease in privacy for civilians as the government obtains more and more information about them and this could lead to a totalitarian-like system where personal privacy is lost. According to Gartner (2000) although a prodigious amount of money is spent on the development and implementation of e-government, it has yielded mediocre result. From a financial point of view, governments experience with the introduction of ICT to their operations i.e. building e-government is a real venture capitalist experience. E-government tends to be a complex, and costly undertaking, though no doubt that it is rewarding.

2.7 Benefits of E-government

According to United Nations Global E-government Survey 2003, the reasons for the development of e-government are many and these include, overcoming the complexity of bureaucracy and simplify the process of dealing with public bureaucracy. E-government helps the public and business to connect to government information and services online-

provide seamless electronic public services. Catalyse the development and deployment of ICT applications in the society by demonstrating the potentials of the networked society via real life projects addressed to the public at large, public authorities and business companies. In the context of economic reform, e-government increase efficiency, transparency and accountability in the use of public resources to prevent fraud and corruption.

ICT in public services offer a relatively much less expensive mode of access than the traditional face to face thereby significantly impacting equity and access. Recognising this impact several governments have implemented ICT for public value. Simple tasks may be easy to perform through electronic government access. It is convenient and cost-effective for businesses and the public benefits by getting easy access to the most current information available without having to spend time, energy and money to get it. E-government helps simplify processes and makes government information more easily accessible for public sector agencies. In summation the ultimate goal of e-government is to be able to offer an increased portfolio of public services to citizens in an efficient and cost effective manner.

2.8 Theoretical framework

2.8.1 Public value theory

The study is informed by the public value theory and the neo-institutional theory. The public value theory was developed by Moore and he posits that public services are characterised by claims of rights by citizens to services that have been authorised and funded through some democratic process. Moore (1995) stipulates that public value is grounded in the idea that service effectiveness is best defined by responsiveness to refined public preferences. This theory will be of great importance to the study as it emphasizes the importance of the public in providing services since the aim of the public sector is to gain the confidence of the public. In an era where electronic forms of service delivery are being used worldwide, the implementation of e-government in the public sector will build confidence in the public.

It is hard to apply the principles of public value without paying close attention to the constitutional implications. Public value draws a clear distinction between end (the goals we seek) from means (the tools we use to achieve these ends). The power of public value therefore lies in its advocacy of a greater role for the public in decision making. It is important to stress that public value cannot take the place of decision making in public organizations. The demands of a public value approach make e-government projects even

more complex. Kearns (2004) argues that public value comes from the delivery of quality services, whose quality is judged by their availability, user satisfaction, fairness and importance to the users as well as their cost.

Public value is fundamental in public administration to ensure citizens satisfaction and trust according to Moore (1995) and Ott (2010). The increased pressure for citizen's demands for public value has contributed to the adoption of an entrepreneurial approach to governance as stipulated by Blaug et.al (2006). ICT as enabler of public sector reforms has implemented to reinvent governments for improved performance posits Gauld et.al (2010). Along this line, Information Communication Technology is touted to have a potential in creating public value. The Zimbabwe Republic Police could become more responsive if it adopted a sound e-government system that is able to detect crime at the scene and facilitate easy communication between the police and the public.

Three distinct but related processes underpin the creation of public value forming a framework referred to as the strategic triangle by Benington and Moore (2011). Coats and Passmore (2008) in positioning public value as the basic for public sector reform present the triangle as a framework through which public managers must address questions of what the organization is for, who the organization is accountable to and how success is defined for the organization.

According to Bannister and Connolly (2014) ICT is expected to impact on three dimensions related to public value; duty oriented public value, service oriented public value and socially oriented public value. In duty oriented public value, public values are related to the duties of the public servant to the state. Basically these are non-financial related values that amount to accountability of the public servant. Laleye (1993) stipulates that public accountability refers to sanctions and procedures by which public officials may be held to account for their actions. Accountability rises from the fact that public servants must be controllable or answerable for their actions in public administration as stipulated by Gregory and Hicks (1999). This means that performance information must be available to the citizens. In this case, ICT and in particular the internet makes the performance information transparent and available to a wider population for which the citizens can evaluate the performance of the public servant. ICT can promote responsiveness, integrity and honesty, but can make people behave in an honest way because it removes human element process and decision making chain. One can say that, once the human element process is removed, cases of corruption by

the police are limited or rather eliminated and this could improve service delivery and citizen satisfaction.

Furthermore, service oriented public value refers to values related to provision of high level public administration services to the citizens. The values included in this are effectiveness, efficiency and transparency. Government effectiveness is a pivotal public value for provision of public services in the new governance. According to the World Bank, government effectiveness refers to the perceptions of the quality of public services, the quality of civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation and the credibility of the government's commitment to such policies as stipulated by Kaufmann et.al (2008). Unfortunately, effectiveness and efficiency are two phenomenas that may not coexist because there is always trade-off between them. On the other hand transparency is important in ensuring accountability of the government according to Grigorescu (2003).

According to Hollyer et.al (2014) transparency refers to the full flow of information within a polity. Information Communication Technology as a tool for enabling government functions, has a potential to create and transform effectiveness and transparency values. According to Francesco (2008), adopting e-government can lead to more transparent conduct. Richard (2004) wrote that transparency has come to mean "active disclosure". Transparency comprises not only the disclosure of the Zimbabwe Republic Police information but also access, comprehension and use of the information to the public. ICT has changed the way transparency used to be previously by opening more avenues for information availability to the wider public posits Pang et.al (2014). According to Jaeger and Bertot (2010), the essence of ICT in service delivery is to provide citizen satisfaction, for instance, ICT can facilitate transparency strategies by exposing wrong doing thereby determining public servants for committing corrupt practices.

Furthermore public value comes in the form of socially oriented public value which refers to those which incorporate quasi-political view encompassing broader social goals. They include aspects of providing public services to all citizens by treating them equally in a just way and granting them access to public services. Rothstein and Teorell (2008) "when implementing laws and policies, government officials shall not take into consideration anything about the citizen that is not beforehand stipulated in the policy or the law". These values are implemented under the banner of rule of law defined as the extent to which agents

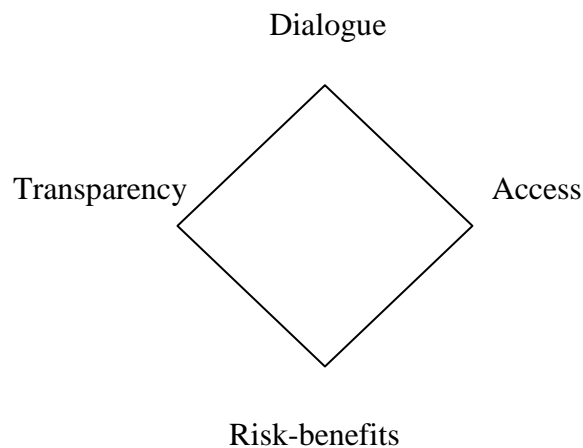
have confidence in and abide by the rules of society and in particular the quality of contract enforcement, the police, the courts as well as the likelihood of crime and violence, Kaufmann (2008). This places a great challenge on the effective implementation of e-government to the Zimbabwe Republic Police. ICT in public services offer a relatively much less expensive mode of access than the traditional face to face thereby significantly impacting equity and access. Recognising this impact several governments have implemented ICT for public value. As such the theory largely influences the study in that its main tenets are aimed at creating a public sector that is transparent, effective and efficient and responsive to the needs of the citizen.

Co-creation

Prahalad and Ramaswamy (2004) define co-creation as being about joint creation of value between customers and organisations as opposed to “customer focus” or “customer is king”. While public value theory makes clear the distinction between a customer and a citizen and labours the point of refined preferences, Benington and Moore (2011) stipulates that the idea of citizens working together with government to generate value appears to be in sync with the thinking behind public value theory. According to Prahalad and Ramaswamy (2004) co-creation allows the citizens to interact with its government allowing them to participate, define problems and also suggesting solutions to the problems. One can comment that co-creation helps in creating a conducive environment for the government and the citizen to work together and expose the risk of their choices and meet the expected principle of transparency which is the order of the day.

The co-creation thought in an article by Brandsen and Pestof (2007) came as a result of the realization that it is difficult to produce services, unlike goods, without the active involvement of the beneficiaries of the service. In this concept, service providers such as the police and citizens who wish to see a safer environment should work together to produce the services required and e-government can come to play in enhancing this since interaction can be eased by internet communication between the police and the citizens. Linders (2012) argue that governments are operating in increasingly challenging environments and engagement of citizens in service delivery is becoming a must in order to improve the public sector.

Fig 1.



The building blocks of interactions for co-creation (Prahalad and Ramaswamy 2004)

2.8.2 Neo-institutional theory

Neo-institutional theory emerged in the late 1970s as a reaction against news of organizations as rational responding exclusively to economic pressures for resources. Instead according to Suddaby (2013) neo-institutional theory assumes that organizations are highly attentive to the social and symbolic pressures arising from their institutional environment. One key construct is the rational myths as pointed out by Meyer and Rowan (1977) that organization often adopt practices not for performance but legitimacy effects that contribute to effective organizational functioning. The theory influences the study in that it is putting forward the view that organizations will adopt certain practices for example e-government system in order to improve the legitimacy in order to create an effective and transparent public sector.

Neo-institutional theory argues that organizations survive and succeed in their surrounding environment by not only accomplishing economic fitness and efficiency, but from accomplishing a social and cultural fit with the environment. With the theory, legitimacy is needed for survival. The theory proves to be influential in the study in that the use of Information Communication Technology proves to be enhancing communication in the society and if the various forms of ICT methods are used by the Zimbabwe Republic Police in communicating with the public, this could ease movement of information and help deliver services to the public and create public value. For example, the use of Cellphones and the internet and laptops for communication and sharing of information which proves to be the “thing of the time” could transform police services.

Neo-institutional theory says firms need environmental legitimacy so as to secure resources and survive. These institutions are built into society as typifications. We take them for granted as natural and view them as rational myths because we think they help the organization function better without actually investigating their relation to efficacy. In order to survive in these modern society organizations must be regarded as legitimate and this is accomplished by maintaining ceremonial conformity. As such, the sources of legitimation vary from public opinion, ideologies, regulatory structures, certification and accreditation bodies, professional norms, credentials and government requirements. In summation, neo-institutional theory argues that organizations succeed in the environment by engaging in symbolic coding, or the adoption of rationalised myths about structures that rely on a logic of confidence. They decouple their formal structure from the actual internal activities. This affords them greater flexibility and buffers the technical core and internal workings of instruction from the likely conflicted concerns of the external environment.

Firms also bridge in the environment. DiMaggio and Powell (1983) argue that this is done mostly through networks of association and these lead to isomorphism via several routes. First entails political pressure. The second entails mimetic behaviour where firms look to exemplars and peers so as to imitate what seems to work well or is legitimate (trendy). Firms respond to pressures of professional networks, like professional norms and standards on how to assess and consider their firms' performance. Meyer and Rowan (1997) stipulate that, neo-institutionalism model maintains that organizational survival is determined by the alignment degree with the organizational environment and therefore, the organizations have to fulfil the external organizations' pressures. This works closely with the Zimbabwe Republic Police as a public entity which is expected to deliver most of its services electronically for easy access of information and service delivery to the public. One can say that, e-government can have a positive impact on service delivery in the public sector.

To Boin (1996) neo-institutional theory is able to explain why reforms (partly) fail or succeed: the implementation of reforms is interpreted by the members of the organization as a threat towards institutional identity. The neo-institutional theory considers ICT as an artefact or as an institution itself with the autonomous potential to control and to discipline and therefore it can have a positive impact on service delivery in the public sector. Neo-institutional theory views organizations as open-systems whose survival depends on their relation with the environment. One can argue that neo-institutional theory, like all other

theories, is not perfect and it is prone to critique. Many argue that neo-institutional theory has gone too far in the direction of cognition and shared understandings of modernity, thereby trivializing politics and power. Punch (1985) identifies enormous powers bestowed on the police to enable them to discharge their duties, which powers include searches, arrests and detentions of persons. Naturally this attracts the attention of politicians and other influential who seek to coerce the police to use the power in pursuit of their selfish ends.

The public sector, particularly the Zimbabwe Republic Police is still largely dominated by the manual way of service delivery and this has resulted in manifestations of lack of transparency, accountability and efficiency and a fatal breeding ground for corruption. E-government has not been seriously considered especially in the way in which the police deliver its services to the public and the study is laying emphasis on the idea that e-government if soundly implemented and adopted can improve service delivery and create a sound police force able to curb the inherent problems. Other forms of service delivery could also come in handy in order to complement the shortcomings of e-government.

2.9 Summary

Chapter two focused on the pieces of work by different scholars which are relevant in informing the research topic under study. Conceptual clarifications such as e-government and public sector were highlighted. The chapter gave a highlight on how e-government helps in transforming the public sector by improving service delivery, its capacitated shortfalls and through this, gaps in the literature was identified. The nature of the public sector was also explored. The chapter also highlighted two theories that informed the study and clearly explained how they are relevant to the research topic.

CHAPTER 3:Methodology

3.0 Introduction

This chapter focuses at the meaning of methodology and its importance in this research. The chapter also highlights the sampling techniques used as well the data collection instruments used.

3.1 Research Methodology

According to Webster (1998) Research Methodology is “the analysis of the principles, methods, rules, and postulates employed by a discipline; the development of methods; procedure or a set of procedures to be applied within a discipline”. This definition implicitly expresses the gathering of data through surveys, and the assumption that this collection of data produces accurate results. The inquiry has got to be compliant with the principles or rules of research, which are the quest for validity, reliability and objectivity of research findings. Rajasekar et al (2013) also defined research methodology as a systematic way to solve a problem. It is a science of studying how research is to be carried out. They further highlighted that the procedures by which researchers go about their work of describing, explaining and predicting phenomena are called research methodology. It is also defined as the study of methods by which knowledge is gained, its aim being to give the work plan of research.

3.2 Research design

The researcher used the triangulation method in the research. Both quantitative and qualitative research methods were carried out in order to obtain reliable information on trends on the impact of e-government on service delivery by the Zimbabwe Republic Police, including both informative and statistical information. According to Babbie (2010) quantitative methods emphasize objective measurements and the statistical, mathematical or numeric analysis of data to explain particular phenomena. Qualitative research is primarily exploratory research. It is used to gain an understanding of underlying reasons, opinions and motivations. It provides insight into the problems. The researcher used focus group discussions, structured interviews and questionnaires as methods for obtaining data.

3.3 Research instruments

3.3.1 Focus group discussions

The researcher, under qualitative research used focus group discussions which according to Knieger and Casey (2000) are a form of group interviews whose aim is to inquire about people's perceptions, opinions, beliefs and attitudes towards a service or a product. Focus group discussions are useful to obtain detailed information about personal and group feelings, perceptions and opinions. They can save time and provide a broader range of information and offer the opportunity to seek clarification.

3.3.2 Structured interviews

Silverman (2000) stipulates that interviews can be used to explore the views, experiences and motivations of individual participants. Structured interviews usually provide deeper understanding of social phenomena. The researcher hence interviewed some police officers and their superiors as key informants to gather data for this research, members of the public and prisoners charged with fraud. By employing a structured interview, the researcher managed to observe the non verbal responses during the interview which in their right are important in bringing out possible changes to the meaning of some aspects under probe.

3.3.4 Questionnaires

Quantitatively, the researcher administered questionnaires which according to Babbie (2010) is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information, often designed for statistical analysis of responses. Through the use of questionnaires the research shall make fruitful strides towards the researcher having more room for objectivity as it also enhances quantification of results easily. The questionnaire shall also be an important instrument in observing data beyond the physical reaction of the observed. It shall further allow the researcher to gather data from too many people (bigger sample) in a short space of time.

3.4 Target Population

The target population contains members of a group that a researcher is interested in studying. The results of the study are generalised to this population because they all have significant traits in common. The research targets 20 people who are considered to be relevant to the research and these include police officers, prisoners and members of the public.

3.5 Sampling

The researcher used various sampling techniques which include purposive sampling and simple random sampling. According to Field (2005) a sample is a smaller collection of units from a population used to determine truths about that population.

3.5.1 Sample size

Using a correct sample size is crucial for your research. According to Emmel (2013) After all, a sample that is too big can be pricey while a sample that is too small will not allow you to gain reliable insights. Wilson and Bhandarkar (2002) noted that the standard error gets smaller as the sample gets larger. The researcher targets 20 people who are relevant to the research. Two focus group discussions will be conducted, with each set consisting of 5 policemen. The interviews will be conducted on 5 policemen (3 from the Zimbabwe Republic Police Information Technology department and 2 from the Crime Unit Harare Central). Questionnaires will be administered to the members of the public and prisoners.

3.5.2 Sampling techniques

3.5.3 Purposive sampling

In the words of Field (2005) purposive sampling “is the procedure of selecting informants on the basis of their relevance to the research questions, theoretical position and analytical of the study as well as the argument or explanation that the researcher is developing. Since the method shall depend on the selection of people and organizations the researcher believes have relevant information, this research shall become a lot less time consuming and the results shall almost always be accurate and factual. The advantages that come with this method are limitless, it shall eliminate candidates that are out of the equation of the research from the onset and has a solid systematical approach which shall be cost effective.

3.5.4 Simple random sampling

Members of the police force and the public shall be randomly selected and administered with questionnaires to explore their perceptions on the impact of e-government on public service delivery. Simple random sampling can be defined as a subset of a statistical population in which each member of the subset has an equal probability of being chosen according to

Daniel (2008). A simple random sample is meant to be an unbiased representation of a group. Since the method involves random selection it shall be free from human bias and classification error because it shall give each member of the public a fair chance of being selected. A simple random sample, being highly representative of a population shall also simplify data interpretation and analysis of results. Trends within the sample shall act as excellent indicators of trends in the overall population since the whole community lives under the same police force since the police province in Zimbabwe is generic in that they were structured in the same way and are governed by the same rules and performance expectations. Hence generalizations derived from this well assembled simple random sample shall be sufficient to bear external validity.

3.6 Pre-test

When conducting a research, it is advisable to carry out a pre test in order to determine the effectiveness of the data collection instruments to be used. The researcher conducted a pre test at the Commercial Crime Unit, Harare Central and administered questionnaires and interviewed a few policemen. Members of the public also took part in the pretest.

3.6.1 Reasons for Carrying Out the Pre-test

- To check whether the questionnaires are understandable
- To check if the questionnaires are in order.
- To check whether the questions bring the required information.

3.7 Reliability of instruments

According to Bryman (2012) reliability refers to the degree to which a measure of a concept is stable. Validity is when a test measures that which it is supposed to measure. To measure both validity and reliability, the research employed the following strategies.

- The sample targeted 20 respondents to participate for effective production of results.
- Anonymity was guaranteed so that the respondents would not be afraid to give their views.

3.8 Methods of data collection

The information obtained by the researcher came from primary and secondary sources.

3.8.1 Primary Sources of Data

According to Kothari (2000) primary data is data that is collected during the course of doing experiments. Pretests were conducted to some of the members of the public and police officers.

3.8.2 Secondary Sources of Data

This is the data that may previously have been collected for other purposes but can be used for the immediate study for supplementing primary data. Documentary research is the use of outside sources, document, to support the viewpoint or argument of an academic work. The process of documentary research often involves some or all of conceptualizing, using and assessing documents. Scott (2006) stipulates that the key issues surrounding types of documents and our ability to use them as reliable sources of evidence on the social world must be considered by all who use documents in their research. The researcher gathered and extracted useful and relevant information from the library, organizational records, journals, publications, newspapers, acts, statutes and the internet and this constituted the greater part of the literature review.

3.9 Data presentation and analysis

The researcher will use various methods of data presentation which include histograms which are a way of summarizing data that are measured on an interval scale, either discrete or continuous, line graphs which are useful when you want to show the trend of a variable over time and tables to present the research findings in a chronological order. Data analysis shall be done through open coding. Strauss and Corbin (1990) define coding as operations by which data is broken down, conceptualized and put together in new ways.

3.10 Summary

This chapter gave a clear outline of the research methodology to be employed in gathering data. The research design triangulated the research methods using both qualitative and quantitative methods. The research methods used include focus group discussions, structured interviews and questionnaires. The chapter also highlighted the target population, the

sampling techniques used to gather information and the methods of data collection which include primary and secondary sources. Finally the chapter gave brief information on how the researcher will present the information gathered and the analysis in the subsequent chapter.

CHAPTER 4: Data analysis, presentation and discussion

4.0 Introduction

Chapter 4 focuses on data presentation, interpretation and analysis of the data gathered through interviews and questionnaires. The focus therefore is to bring to light the impact of e-government in the public sector with particular reference to the Zimbabwe Republic Police, its success factors and challenges impeding a rapid growth in development stages of e-government. The use of tables, pie charts and graphs will be used to present the information gathered.

4.1 Analysis of response rates of data

4.1.1 Response rates

A survey's response rate is the result of dividing the number of people who were interviewed by the total number of people in the sample who were eligible to participate and should have been interviewed. According to Babbie (1990) a response rate of 60% is good. 70% is very good. Again, these are rules of thumb that ignore the compounding effect of sampling, measurement and coverage errors.

Table 1

Description	Absolute number	Percentage Response Rate
Interviews	5	80%
Questionnaires	20	100%
Focus group discussions	2	100%

4.2 Respondent's knowledge about e-government

Table 2

Response	Percentage
Aware	45%
Quite aware	38%
Unaware	17%

Finding 1...

“Government policies are shrouded in mystery. We have little knowledge on what e-government is all about. They do not reach out to the citizens and that is where our problem is”.

According to the response above the citizens of Zimbabwe are concerned with the fact that the government does not reach out to them and therefore they are kept in darkness in as far as e-government is concerned. The statement above is supported by Chaterera (2012) who stipulates that e-government in Zimbabwe points to a lack of awareness, lack of technical skills as well as general negative attitudes toward e-government as being challenges to the successful deployment of e-government services in Zimbabwe. 45% of the respondents are aware of e-government and this means that they know the concept but not in much detail. 38% proves to be quiet aware, meaning that they have more detail on e-government as a concept and a practice. These are the people who understood the topic and gave a better and relevant response. The remaining 17% claimed to be unaware of e-government although they provided responses some accidentally correct and some totally out of context.

4.3 Descriptive statistics of the most prevalent crimes in Zimbabwe

Table 3

Crime	Percentage
Unlawful entry	10%
Theft	16%
Driving without licenses	40%
Corruption in terms of fine payment	34%

The researcher sought to find the most prevalent crimes in order to establish whether these have a nexus to the emergency of a sound e-government system in the police force. Therefore the researcher conducted interviews on 2 police officers from the Crime Unit Harare Central and obtained the information above. Out of a 100% rate of crimes, unlawful entry constituted 10% and this is the lowest percentage. From the findings, those committing crime would rather create a connection with someone from the inside and then enter rather than break through for this increases the chance of being caught. Theft constitutes a 16 %..... drivers without licenses are increasing and the percentage is currently at 40. This has been ascribed to the fact that cars are being imported cheaply and everyone, even those without licenses are buying cars and would want to use them.

Finding 2...

“We continue to wonder who shall guard the guards. Mapurisa dzava mbavha (are thieves) from top to bottom”.

Corruption in terms of fine payments also proves to be prevalent in the current situation and according to the research findings, corruption constitutes 38%. Not much detail was provided in terms corruption by the police. According to a response from one of the citizens, corruption could be high due to the fact that the police themselves are the ones practicing it therefore they cannot give much detail on corruption.

4.4 Information gathered from the police officers and the citizens of Zimbabwe

4.4.1 State of e-government at the Zimbabwe Republic Police

- E-government is still in its early development stages and a lot of work need to be done in order to effectively implement Information and Communication Related initiatives
- Services that are Information and Communication Technology (ICT) related include crime reporting through whatsapp. Each station has a whatsapp number for crime reporting.
- Most crimes are reported through phone calls and in some cases the lines may be continuously engaged
- Information is present on certain websites but with not much detail. Only basic information about the Zimbabwe Republic Police is available.

- Citizens have to visit the police station physically in order to check progress on their reports
- Bureaucratic pathologies
- The Information and Communication Technology department is responsible for the oversight functions in controlling the internal systems of the Zimbabwe Republic Police as a whole department. This is not available to every police officer and station.
- Finger prints are still being collected manually on paper, but they are working on buying a fingerprint machine

4.4.2 Who is responsible for the implementation of e-government in the Zimbabwe Republic Police?

According to the research findings, the administration department of the Zimbabwe Republic Police falls under the Deputy Commissioner General Administration. Its core mandate is to avail financial and material resources to the whole organization for its constitutional obligation. Approval comes from the Minister of Home Affairs, Ignatius Chombo. There are twelve other ranks that follow after the Deputy Commissioner General.

4.5 Frequency distribution of respondents' opinion on the Zimbabwe Republic Police e-government development stages

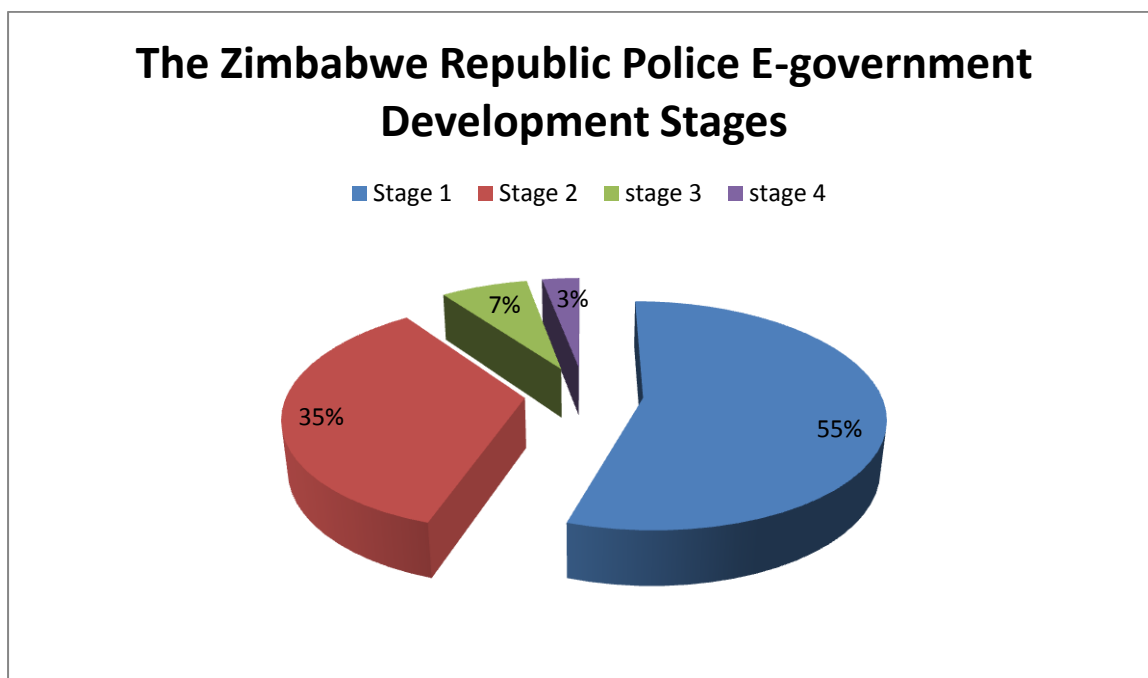
Stage 1- information presence

Stage 2- interaction

Stage 3-transaction

Stage 4- transformation

Fig 2



Frequency distribution of respondents' opinion on the Zimbabwe Republic Police e-government development stages

According to the data presentation above, it can be noticed that e-government is still in its initial stages with most respondent's classifying it to be at stage 1 and 2. 55% of the respondent's claimed that e-government development in the Zimbabwe Republic Police is on stage 1 which is that of information presence. One can say that this is true since there has been a few websites created to provide information about the Zimbabwe Republic Police but there is only government to citizen (G2C) online communication with the provision of information but no citizen to government interaction. However, information presence proves to be the stage that has been largely worked on by the Zimbabwe Republic Police but more still has to be done to improve the quality of information made available to the citizens.

35% of the respondents believe that e-government in the Zimbabwe Republic Police is on stage 2 of development which is that of interaction. This can be ascribed to the fact that there is a whatsapp platform for crime reporting and therefore citizens feel they are interacting with the police. Communication proves to be one way, whereby the police only respond to the reports without having a clear understanding by way of communication with the citizen. Fr

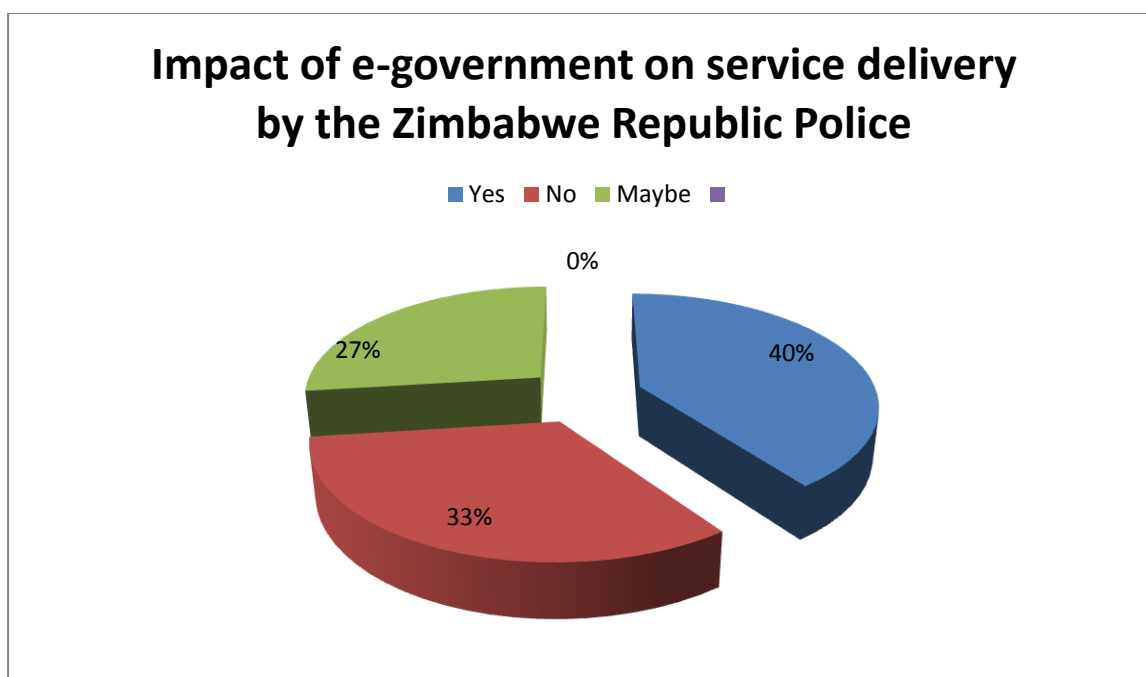
example, according to research findings on the state of e-government at the Zimbabwe Republic Police, messages that are put on whatsapp are rarely responded to, and if they do, it will be a late response. If interaction between the police and citizens is practiced effectively, this could help create public value and the confidence that the people have in the police. This therefore shows that e-government has an impact on service delivery.

Only 7% of the respondents were of the view that e-government had characteristics of stage 3 which is transaction. Transaction means carrying out transactions electronically and therefore the Zimbabwe Republic Police still carries most of its transactions manually, like fine payments. Only those with excuses of having money in their card are the ones who end up paying fines electronically and this amount goes directly into the Zimbabwe Republic Police account rather than taking the channels that are required by the manual way. One can comment that, the police should work towards implementing e-government in terms of carrying out transactions as this shortens the various channels of the movement of finances therefore reducing the chance for theft. In reality, transaction online is a rare case with the Zimbabwe Republic Police and a lot still needs to be done.

The final stages of e-government which is stage 4 related with transformation was awarded a 3% by the respondents. Transformation is the provision of a single government portal that provide access to a variety of services. One can say that, this is a farfetched dream. This stage can only be reached after stages 1, 2, and 3 have been well developed and stage 4 becomes the ultimate result whereby almost every activity is carried out electronically. E-government proves to have an impact on service delivery in the public sector and it could help create an effective police force able to provide quality service by upholding the principles of transparency and accountability.

4.6 Impact of e-government on service delivery by the Zimbabwe Republic Police

Fig 3



Respondent's opinion on the impact of e-government on service delivery by the Zimbabwe Republic Police

According to the research findings, e-government has been credited with a 40% of the ability to positively impact service delivery. Corruption and crime rates could be reduced through the use of Information and Communication Technology related initiatives. One can say that e-government can be viewed as means of saving time, improving effectiveness and efficiency in the public sector. In addition, it plays the role of reducing costs in government expenditures. As defined by Devasena and Balraj (2014), e-government is the implementation and development and delivery of government services through ICTS to achieve efficiency, effectiveness, transparency, accountability and information sharing.

One can say that, e-government can help reduce corruption among police officers and help create a sound public sector that. According to the public value theory, the primary function

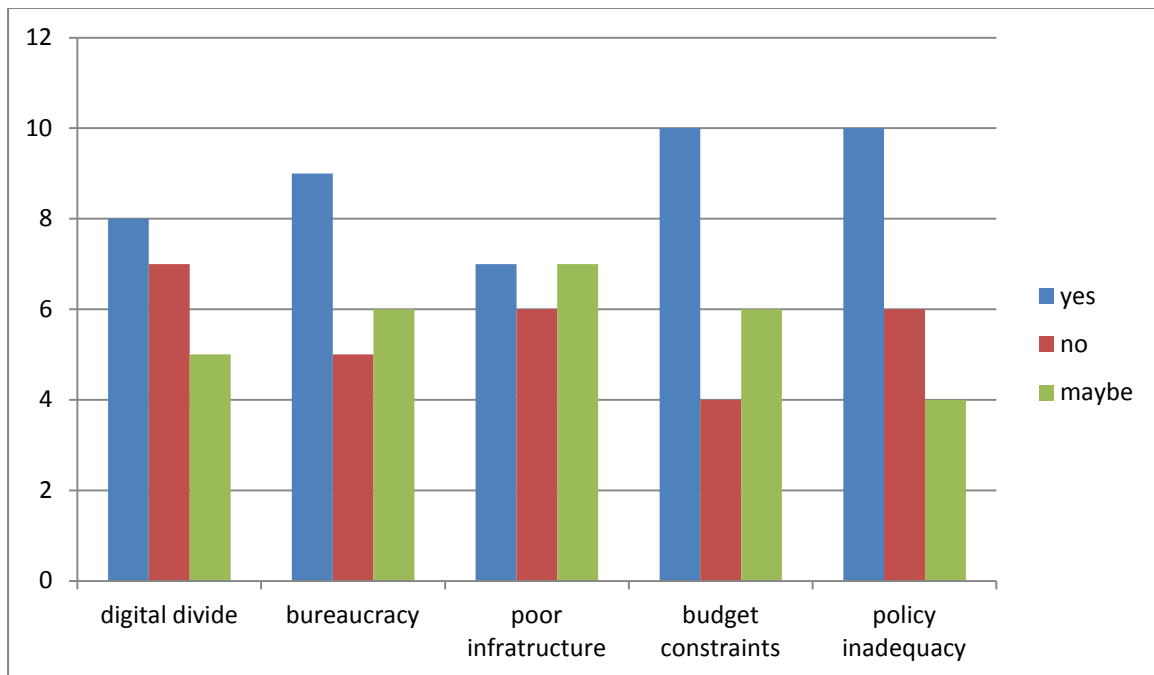
of the public sector is to serve the needs of the people and one can say that e-government could help create public value.

However some of the respondents are not sure that the implementation of e-government in the Zimbabwe Republic Police could help promote transparency and accountability. This can be ascribed to the fact that the police could alter the outcomes to suit their own agendas at the expense of the public. According to the research a finding, 27% is not sure whilst 33% is affirmative on the fact that e-government will not improve service delivery by the police force. This could be due to the fact that some people still believe in the traditional way of service delivery and other means seem to be shrouded in mystery and could negatively affect the trust they have in the Zimbabwe Republic Police. Cyber attacks could result and this distorts information and therefore posing a high risk to police information.

4.7 E-government development challenges in the Zimbabwe Republic Police

- Bureaucracy
- Budget constraints
- Poor infrastructure
- Policy inadequacy
- Digital divide

Fig 4



Response rates on e-government development challenges in the Zimbabwe Republic Police

4.7.1 Budget constraints

According to the research findings, the lack of development in e-government services is blamed largely on budget constraints. Of the 20 respondents that the researcher administered questionnaires to, 10 were of the view that budget constraints present a huge challenge to e-government development whilst 4 denied it and 6 were not sure. One can comment that this proves to be true according to the statistics provided in the 2017 budget. 91% of the budget constitutes employment costs, and 9% for other government expenditures. This has always been the case in the previous years, 2013, 2014 and 2015 with a slight difference either an increase or decrease. On a 9% budget cost for expenditures, a robust e-government system implementation is more of a pie in the sky. One can say that it proves to be a kindergarten story. 4 people believed budget constraints is not a challenge, whilst 6 were not sure whether budget constraints are a challenge to e-government development. Carvin et.al (2004) stipulates that, because of the need for a large financial base to implement e-government and for maintenance of computer systems, many governments became a dilemma of funding e-government programs even when government entity has a plan for effective and accessible e-government. This is supported by Moon (2002) who posits that the lack of financial support

is considered as significant obstacle to the implementation of e-government in many countries. In relation to the Zimbabwe Republic Police, according to the words of Finance Minister, “I for one as the Minister of Finance and Economic Development remain conscious that the operational efficacy and effectiveness of the police is severely weighed down by inadequate fiscal funding, thus negatively impacting the ability of the police to meet the expectations of the public” he said.

Finding 3...

“There seems to be an asymmetry between what the people wish for and these are short term wishes, and the greater good of the public. It seems to me that the public is unsympathetic to the current situation facing the government. Budget allocations are focused more on what is necessary at that moment not the luxury of internet based services.”

This can be supported by the fact that, the force had requested for \$79 million to prepare for crime prevention ahead of the 2018 general elections but they got only \$12 million. This shows that there is inadequate funding of the police to execute their duties effectively and providing internet based service where there are no resources is more of a luxury than a necessity.

4.7.2 Bureaucracy

Roskin (2007) stipulates that bureaucracy is a government characterised by specialization of functions, adherence to fixed rules and a hierarchy of authority. According to the research findings, the administration department of the Zimbabwe Republic Police falls under the Deputy Commissioner General Administration. Its core mandate is to avail financial and material resources to the whole organization for its constitutional obligation. Approval comes from the Minister of Home Affairs, Ignatius Chombo. There are twelve other ranks that follow after the Deputy Commissioner General. As such one can notice that bureaucracy is a challenge to the successful implementation of e-government. As such the Zimbabwe Republic Police is bureaucratic in nature and of the 20 respondents, a large number, 9, were of the view that bureaucracy tend to pose challenges to the development of e-government. 5 opposed this and believed other factors contributed whilst 6 of the respondents were not confident about the effect caused by bureaucracy on e-government development. Moreover, the police has little independence from the government, the nature of this relationship does

not impede the police force in any way. But however, the e-government agenda as a whole lies within the office of the President and Cabinet. This might cause delays and put e-government at a risk.

4.7.3 Poor infrastructure

Ndou (2004) declares that, “lack or weakness of ICT infrastructure is one of the major challenges for e-government implementation. Internetworking is required to enable appropriate shaping of information and open up new channels for communication and delivery of new services. For a transition to e-government, architecture, that is, a guiding set of principles, models and standards is needed. The current situation does not allow for concentration on building infrastructure that helps in the sound realization of e-government by the police force. In order for e-government to be implemented successfully, there is need for good infrastructure and this still has a long way to go as far as the police is concerned. According to the research findings, 7 out of 20 respondents believed that infrastructure has a hand among the challenges faced in e-government development. 6 respondents disagreed with this whilst 7 had wavering confidence in the fact that poor infrastructure could be impeding the rate of e-government development. They lack the finance to develop the infrastructure thus impeding the realization of a sound e-government system. There is a huge gap in internetworking with some areas especially rural areas not being able to keep in touch with the central offices in the urban areas. Therefore there is need for the development of good infrastructure if e-government has to be realised by the Zimbabwe Republic Police.

4.7.4 Digital divide

According to OECD (2003), digital divide refers to the gap in opportunity between those who have access to the internet and those who do not. The full power of ICT still has to be harnessed because it turns out that even the privileged who have internet access still have one foot on the down side of the digital divide. The national internet penetration rose from 8% of the total population in 2005 to 20,7% in 2015. According to studies carried out, internet access is largely available to those in urban areas whilst the rural counterparts suffer the challenge of a working network. Of the 20 respondents, 8 believed in digital divide as the challenge for the police to have a sound e-government system that reaches to the entire population nationwide. Some areas have poor network strengths and this is a huge challenge. 7 respondents opposed the view and believe that digital divide is not a major issue and it could be solved by implementing a sound network system that is available to everyone. Some

respondents were not sure whether digital divide is of cause and these were 5 respondents. Therefore, in order to cure the challenge of digital divide, a sound and effective e-government system should be harnessed in every corner of the nation since the Zimbabwe Republic Police is everywhere and would want to improve service delivery.

4.7.5 Policy inadequacy

Various e-government policies have been propounded by the government in the quest to improve service delivery. In 2005 it was the adoption of the Integrated Results Based Management System (IRBMS) in 2005 which is underpinned by the government as an integral component. Upon the formation of the Government of National Unity in 2009 there was the establishment of the Ministry of Information and Communication Technologies (ICTs) currently driving the digital access and e-government agenda in Zimbabwe to a modernisation unit. Then came the Zimconnect which is an e-government framework and implementation strategy for period 2011-2015. This was aimed at promoting the use of ICTs in the public sector value claims in Zimbabwe. In short, Zimconnect is meant to connect e-government and its people. In 2015 the government of Zimbabwe embarked on an e-readiness survey to appropriately inform the intent to deploy ICTs in the country as stipulated by Mhlanga (2016). This became the basis for the National ICT policy and the strategy to provide a map towards a knowledgeable society.

A large number of the respondents believe that policy inadequacy largely characterises the e-government policy in Zimbabwe as a whole. The government does not work on defining strategies and the way to implement e-government. On top of this they propose another policy. 6 of the respondents were in contrast and 4 were not sure. In reality policy inadequacy proves to be a stumbling block to e-government development. Policy inadequacy is proven with the fact that one policy after another comes when not much about the previous policy was done. The policies lack a clearly defined strategy and this is impeding the sound realization of e-government by the Zimbabwe Republic Police.

4.8 Summary

Chapter 4 gave a detailed presentation and analysis of the research findings through the use of tables, graphs and pie charts. The research findings prove to have fulfilled the research objectives and answered the research questions laid out in the first chapter of the research.

CHAPTER 5: Conclusions, Summary and Recommendations

5.0 Introduction

The final chapter gives a summation of the entire research and the findings thereof. Conclusions and recommendations follow thereafter marking the end of the dissertation.

5.1 Conclusions

Conclusively the researcher explored e-government system and came to terms with the fact that e-government largely has an impact on service delivery in the public sector. Whilst the Zimbabwe Republic Police is still offering its services manually, the public has confidence that e-government could help create public value by creating a sound police force able to curb the inherent problems in the current Zimbabwe situation where crime rates and corruption are growing at an alarming rate each day.

Various government ICT policies have been propounded but there proves to be absence of direction and clear strategies on the way forward in implementing e-government. Since the Zimbabwe Republic Police operates under the Ministry of Home Affairs, it awaits for orders and financial assistance in order to be able to implement a sound and robust e-government system. The nature of the public sector is that, it is characterised by too much bureaucracy and this has come to cost the Zimbabwe Republic Police and its forms of service delivery.

The merits of e-government have been summed up as being able to promote transparency, accountability and effectiveness in service delivery by the Zimbabwe Republic Police. The growing fungi of corruption and crime rates can be reduced from breeding if a robust e-government system is implemented in their respective police stations. However there are challenges associated with e-government as a practice and these include social, economic and political factors. These challenges manifest as stumbling blocks to an effective system.

5.2 Summary of the research

The first chapter of the research gave an introduction and background related to the topic, which is, an assessment on the impact of e-government on service delivery in Zimbabwe's public sector with particular reference to the Zimbabwe Republic Police. There proves to be a paradigm shift in service delivery in government departments with the use of e-government at the core of it. The Ministry of Home Affairs has made effort to introduce e-government to its

respective departments but it has not taken much effect. The Zimbabwe Republic Police is still providing almost all of its services manually. Therefore this research tried to bring to light the possible impact that e-government can have on service delivery by the Zimbabwe Republic Police and the challenges impeding this process.

The researcher therefore crafted the statement of problem, which is the major factor that pushed for the need of the research. An increased crime rate and corruption proved to be the major problem. In addressing the problem, research objectives and questions were crafted for guidance in coming up with relevant literature and information from participants of the research. The researcher rationalised the topic and sought to bring out the possible results of e-government on service delivery which is an increase in efficiency, accountability and transparency and these result in reduced crime rates and corruption. Nevertheless, there is a manifestation of challenges impeding the sound realization of e-government by the Zimbabwe Republic Police. The research aims at mapping means towards a comprehensive e-government system adoption. The researcher noted some limitations and delimitations of the study. The study is a case study design and generalising findings to other situations is difficult.

The subsequent chapter focused on literature review and theoretical framework. The literature related to the research topic was reviewed and the terms e-government and public sector were defined. The possible impact of e-government was noted and this includes improvement in the quality of service delivery by enhancing accountability and transparency and therefore curbing the inherent problems in the current Zimbabwe situation. Challenges including social, economic and political factors were discovered, cyber attacks, bureaucracy and digital divide were discovered.

The researcher triangulated the research design by using both qualitative and quantitative methods in order to assess the impact of e-government on service delivery by the Zimbabwe Republic Police. The researcher targeted 20 participants who deemed relevant to the study. The sample was represented by 15 policemen and 5 members of the general public. Simple random sampling and purposive sampling methods were used in order to obtain relevant information on the state of e-government in the Zimbabwe Republic Police. Questionnaires were administered and interviews were carried out to gather such information

5.2 Recommendations

- The Zimbabwe Republic Police should have a clearly defined strategy for the implementation of a sound e-government system
- Should provide platform for payment of fines electronically by the use of electronically enabled cards
- Tracking systems for vehicles that would have escaped the police
- Should provide many Whatsapp numbers for crime reporting at each station
- Electronic gadgets to detect illegal goods and gadgets or weapons
- Installing electronic alarms for detecting unlawful entry
- Each policemen could be put under surveillance through CCTV in order to avoid corruption and enhance transparency and accountability
- The government should allocate a better budget to the Ministry of Home Affairs so that the department of the Zimbabwe Republic Police can be allocated a reasonable amount to adopt a sound e-government system.
- Since the Zimbabwe Republic Police has reasonable degree of independence in its relations with the government, the government should have well defined e-government policies that are practical
- The government of Zimbabwe should provide as much information as they can to the public in terms of certain concepts such as e-government
- The Zimbabwe Republic Police as a department should equip the police officers with adequate information in relation to e-government so that they know what they are doing and are able to explain to the general public
- The bureaucratic nature of the Zimbabwe Republic Police should not hinder the implementation of policies, rather certain individuals should be tasked for the programme implementation
- Although the Zimbabwe Republic Police is allocated a small budget, it should make effort on its own to ensure that e-government becomes one of the top priorities on the budget least. With time, e-government will be fully realised.
- The police should respond effectively to the already available internet based platform of crime reporting, which is Whatsapp
- The police should focus more on creating public value, which is their core mandate and e-government as a system could help promote this

- The public should not be reluctant about Zimbabwe Republic Police and its service delivery. They should put more pressure on them and make a follow up on the progress
- There should be an intimate relationship between the police and the public
- Information and Communication Technology initiatives should be provided to all members of the police force rather than a specific department. It should be the central office not responsible for every ICT related initiative
- Further research could focus on the enrolment of police officers based on merit rather than on politics of patronage. This could help improve service delivery by the Zimbabwe Republic Police.

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APPENDIX 1



I am a female student at Midlands State University, studying Bachelor of Science (honours) degree in Politics and Public Management. As a request for the completion of my studies, I am carrying out a project entitled: An assessment of the impact of e-government on service delivery in Zimbabwe's public sector. The case of Home Affairs: Department of the Zimbabwe Republic Police. I am kindly requesting for your assistance and permission to carry out the research study using the Zimbabwe Republic Police as a case study. All information is guaranteed to remain confidential and will be used specifically for academic purposes by the researcher.

Your assistance is kindly appreciated.

Regards

Magaya Emelda

Questionnaire:

Instructions for completion: *fill in the space provided and tick in the appropriate box.*

1. What knowledge do you have about e-government as a concept?

Aware Quite Aware Unaware

2. E-government development is in 4 stages, stage 1- information presence, stage 2- interaction, stage 3- transaction, and stage 4- transformation. Which stage do you think the Zimbabwe Republic Police is in terms of e-government development?

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3. (a) Does e-government have an impact on service delivery by the Zimbabwe Republic Police?

Yes No Maybe

(b) Give reasons why.

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4. (a) What are the e-government development challenges faced by the ZRP?

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(b) State whether yes, no or maybe the challenges mentioned above are critical to e-government development and give reasons why.

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5. What are the Information and Communication Technology (ICT) related initiatives that are used by the ZRP in providing service and how effective are they?

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Any other comments

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Thank You!

APPENDIX 2

Interview guide

Interview questions presented to the police officers responsible for recording crime rates at the Crime Unit Harare Central

I am a female student at Midlands State University, studying Bachelor of Science (honours) degree in Politics and Public Management. As a request for the completion of my studies, I am carrying out a project entitled: An assessment of the impact of e-government on service delivery in Zimbabwe's public sector. The case of Home Affairs: Department of the Zimbabwe Republic Police. I am kindly requesting for your assistance and permission to carry out the research study using the Zimbabwe Republic Police as a case study. All information is guaranteed to remain confidential and will be used specifically for academic purposes by the researcher.

Your assistance is kindly appreciated.

1. What are the most prevalent crimes in Zimbabwe?
2. What percentage does each crime constitute?
3. What are the main reasons why these crime rates are being the most prevalent?

APPENDIX 3

Interview questions presented to the police officers at the Zimbabwe Republic Police Information Technology Department

I am a female student at Midlands State University, studying Bachelor of Science (honours) degree in Politics and Public Management. As a request for the completion of my studies, I am carrying out a project entitled: An assessment of the impact of e-government on service delivery in Zimbabwe's public sector. The case of Home Affairs: Department of the Zimbabwe Republic Police. I am kindly requesting for your assistance and permission to carry out the research study using the Zimbabwe Republic Police as a case study. All information is guaranteed to remain confidential and will be used specifically for academic purposes by the researcher.

Your assistance is kindly appreciated

1. Who is responsible for the implementation of e-government in the Zimbabwe Republic Police?
2. What is the duty of the department?
3. What is the department's effort in improving service delivery?

APPENDIX 4

Focus group discussion questions presented to members of the police force

I am a female student at Midlands State University, studying Bachelor of Science (honours) degree in Politics and Public Management. As a request for the completion of my studies, I am carrying out a project entitled: An assessment of the impact of e-government on service delivery in Zimbabwe's public sector. The case of Home Affairs: Department of the Zimbabwe Republic Police. I am kindly requesting for your assistance and permission to carry out the research study using the Zimbabwe Republic Police as a case study. All information is guaranteed to remain confidential and will be used specifically for academic purposes by the researcher.

Your assistance is kindly appreciated.

1. What are the channels of crime reporting at the Zimbabwe Republic Police?
2. What are the services that are Information and Communication Technology related that are offered by the ZRP?
3. Are ICT related initiatives available to every police station?
4. How do you view the state of e-government at the ZRP?
5. Who is responsible for the implementation of e-government in the ZRP?
6. Is there any effort being put in order to implement e-government for the purposes of improving service delivery?