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The Lost Translation of the Subsided e-government in Tanzania: The Case of Dar-es-salaam to Dodoma State Migration and the Conceivable Economic and Social Upheavals

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Abstract:

One of the most major and current political decision taken in Tanzania is to move the country's de facto capital of Dar-es-salaam to Dodoma. The thought of a new capital city for Tanzania was conceived when the de facto capital was swept over and completely surrounded with urban problems, because of its manifold roles as commercial city and acted as a government headquarter since Tanzania got independence from Britain in 1961, with almost all government offices, diplomatic mission offices and big business headquartered in the city. Dodoma is seen as a central location and would provide equal access to Tanzanian's diversity of cultural groups with easy accessibility from all parts of the country which would facilitate the administration of the country. However, the evolving touted hope override all other factors that might go against shifting the government administrative activities from Dar-es-salaam as this programme goes further. This paper examines e-government as an appendage that would become cheaper and more efficient therefore owing for massive investment the government has done on the countrywide broadband network is lost in translation. The author adopted documentary review method due to the fact that the integral ground of this study is traced back in years ago. A review of 43 years old capital transfer project was inevitable; therefore, browsing library catalogues and archives for document to be analyzed has been part of this research. The thorough research review has contributed to the part of the results and discussion in support to e-government adaptation and implementation; the requirements for adaptive e-government in intricated system and the conceptual framework for those requirements have been discussed and presented. This prominent evaluation will help the government decision making, budget prioritization and assisting on the monitoring of their carrying capacity.

Keywords: Adaptive e-government, state forced migration, capital transfer project, Sub-Saharan Africa, Tanzania

1. Introduction

Since time immemorial, most of the medieval and modern scholars on migration have been focused and unaltered on migration as an outcome of a spectre. Studies on migration have largely been concerned with many people being forced to migrate because of war, civil wars or unsteady state policies which make unjust distinction in the treatment of different categories of people on the ground of sex, race or age, or political opponents of those in power as a consequence it results to political instability. However, migration and the movement of people can occur due to manifold reasons apart from the mentioned above. People can migrate due to the search and obtaining of different job, going to college, expiration of lease, marriage, divorce or employer reallocation (Voss and Chi, 2005). No study specifically, at least known to this writer has addressed the major political decision that results to government employees' reallocation by state government decision due to a sudden resurrection of an old state capital transfer project. The most current political decision taken in Tanzania to move the country's de facto capital of Dar-es-salaam to Dodoma has caused an immense migration of people and therefore migration remains to be a major contemporary global challenge regardless of its nature of occurrence. This is because, private sectors and other businesses have to move to where the government relocates and this has a huge effect to the movement of people too.

The thought of a new capital city for Tanzania was conceived when the de facto capital was swept over and completely surrounded with urban problems, because of its manifold roles as commercial city and acted as a government headquarter since Tanzania got independence from Britain in 1961, with almost all government offices, diplomatic mission offices and big business headquartered in the city. The rush to develop the de jure capital of Dodoma triggered a number of extraneous factors that collectively led to a very rapid growth of the population of the city and its environmental challenges which could not be adequately handled. This study shows that the rush to undertake and implement the capital transfer project is currently

non-productive for the society that is surrounded with urgent urban problems such as running water, roads, health services, education and electricity which are among the urgent first and foremost paramount tasks among many cities around the world. The notion that Dodoma is centrally located and would easily accommodate different people from different parts of the country is a myth and an antiquated belief as it overrides all other factors that might go against shifting the government administrative activities from Dar-es-salaam prior to achieving the effectiveness of government administration activities. The paper goes further and examine e-government as an appendage that would become cheaper and more efficient therefore owing for massive investment the government has done on the countrywide broadband network is lost in translation. The adaptive e-government and its precious implementation would lessen the conceivable economic and social upheavals that would resulted by the current and sudden decision by the government to reallocate its government administrative activities. The study also extends the current research on e-government by applying and presenting adaptive e-government strategic framework into case study approach. As there are few studies that have developed adaptive e-government strategic framework to help the government in decision making when it comes to e-government development in intricated system, this research aim to address this gap as well.

2. Study Area Description

The United Republic of Tanzania (URT) is commonly referred to as "Tanzania" abroad, and is a country located in the Eastern of Africa. The country encompasses 947,300 sq km (364,900 sq miles) and borders with Kenya and Uganda to the North, Rwanda, Burundi, Democratic Republic of Congo to the West, Zambia, Malawi and Mozambique to the South and the Indian Ocean to the East. It is the 13th largest country in Africa and the 32nd in the world. For centuries, it has been known by outsiders as the home of the two renowned tourism destinations-Africa's highest mountain, Kilimanjaro, and wildlife-rich national parks such as the Serengeti. Tanzania has a total population of 56,956,704 persons with a climbing growth rate of 3.0% annually. The Tanzania population on the last official census recordings occurred in 2012 showed there were 44,928,923 people living in the country. Of this total population, 1.3 million resides on the island of Zanzibar, therefore, it equates to a population density of 47.5 people per square kilometer. Tanzania has one of the highest birth rates in the world and more than 44% of the population is under the age of 15, 52% between 15 and 64 and just 3.1% over the age of 64. The total fertility rate is 5.01 children born per woman, which is the 17th highest of any country. The country also has an incredibly diverse population with more than 120 ethnic groups and each can speak its own native language. However, the mother language for all 120 ethnic groups is Swahili but English is emerging as the readily used language in business and official circumstances.



Figure 1: Tanzania location (green) in Eastern part of Africa



Figure 2: Tanzania map showing the two regions of Dar-es-salaam and Dodoma

The Government of the URT together with all sectors and stakeholders aim to eradicate poverty by implementing the National strategy for growth and poverty reduction (MKUKUTA in Swahili translation) which makes linkages with vision 2025 and is committed to the Millennium Development Goals (MDGs) as internationally agreed targets for reducing poverty. MKUKUTA aims to reduce poverty through three broad outcomes: growth and reduction of income poverty; improved quality of life and social well being; and Good governance and accountability. The shift to Dodoma project is not among the priorities contained in the vision of 2025 hence making so much doubt on achieving the MKUKUTA and its goal to poverty reduction due to the huge amount of money that will be reallocated onto this capital transfer project instead of realizing the priorities and plans contained in the National strategy for growth and poverty reduction.

In the early 1970's, the government identified the shift to Dodoma capital transfer project as a potential move in consideration to country's security concerns as Dar-es-salaam is a coastal city and geographical centrality of Dodoma supplementing and rationalizing the idea hence supporting the current decision. The writer of the local Newspaper (Ngila, 2014) of the Guardian, reported on the akin incident and the incursion of Conakry, Guinea by Portuguese colonialist from neighbouring "Portuguese" Guinea Bissau in September 1970 in a mischievous plan to overthrow the leftist government of President Ahmed Sekou Toure. The Tanzania governing political party by then, Tanganyika African National Union (TANU), worried about the occurrence of a similar attack on Dar-es-salaam due to its vicinity to coastal zone of the Indian Ocean. However, the above impulsion does not incorporate and accommodate the recent debate onto realization of this goal. We are manifesting all the African countries as independent and self-governing states hosting neither colonial elements nor experiencing invasions and brutal wars for ages. The D-es-salaam city iconed as a "cross-road to Europe" by many native citizens being a home of the country's national airport, beautiful hotels and its juxtapose to Zanzibar, the tourist destination; is contributing and remains resilient to the economy of this nation due to its use of fiscal stimulus measures and easier monetary policies to lessen the impact of global recession. The experience from other African nations for example South Africa, the Executive based in capital city of Pretoria and Johannesburg remain to be the business capital, the other two arms of government are in other cities; Parliament and the judiciary in Cape Town and Bloemfontein respectively. This reflects and underscores the fact that the government can still work regardless of its administrative location considering that South Africa is one the countries in the world that has made a huge step on implementing and investing on e-government.

Tanzania would have prioritized and embarks on the important development project that would become the reason for the economic growth of the nation. This is because; the government decision favors the costly project over the urgent urban tasks such as running water, roads, health services, education and electricity are among the urgent first and foremost pivotal tasks among many cities around the world and therefore should have given much attention. However, the effective adaptation and investment on e-government will cover the cost of vagaries conceivable economic and social upheavals.

3. Materials and Methods

This paper aims to describe and analyze the 43 years old capital transfer project and its renaissance. The embarkation of the renewed project and its snail pace in preparation for relocation raised doubt to observers, analysts and politicians about the realization of the intention, Tanzania as a case. Specifically, the objectives of the paper are to review the library catalogues, research surveys and archives for documents to identify the integral ground of the project and its current situation in connection to the need of the e-government adaptation and implementation.

The methodology of study is descriptive research based on the documentary review and analysis which was used for summarizing and describing the requirement for adaptive e-government in such intricate system since the project faces financial constraints and attention which is a major stumbling block for the Dodoma project in Tanzania. The materials of this study used only secondary data by collecting from different sources such as both published and unpublished materials, websites and other sources. Documents such as newspapers, radio and television programme scripts and various public records were all included. In summary, the author summarized, synthesized and reflected the review documents on capital transfer project to proposing the adaptation and implementation of the e-government strategies for meeting the adaptive e-government framework on complex system. Finally, the paper summarizes and also presents the framework according to the objectives of this paper by using qualitative explanations.

4. Results and Discussions

4.1. Tanzania and the History of its Capital Transfer Project

The Government system and regime change of the United Republic of Tanzania (URT) inherited on independence from the Britain in 1961 has been quite dynamic in terms of leadership and administration of the country but under the dominance of a single political party. Successive regime changes in structure within a party on leading the country have resulted to government to have different aspirations toward serving the nation. In 1964, the President of Tanzania, Julius Kambarage Nyerere agreed with Abeid Karume, the President of the offshore island of Zanzibar to unifying their two nations together as United Republic of Tanzania (World Factbook, 2017). The two regions have a long shared history since the 14th century when Arab traders and slave traders operated in the vicinity of these two coastal regions (Bamber, 2009). Nyerere becomes president of the new state, with Karume as his vice-president of the URT. Nyerere, by instinct was an idealistic socialist, guides his country along lines which often have a utopian element. During that time, Nyerere guided the country along with his socialist motives whereby emphasize was on traditional and simple solutions for local problems than relying from technological foreign imports. The nation was much more focused on issues pertaining to education and literacy and the excellent results were achieved. The Arusha Declaration in 1967 open aligns with the political belief and faith of President Nyerere. It was the manifestation of a socialist state with emphasize on nationalization of key elements in the economy whereby the policies have to rely on assistance from China and the eastern bloc (Wikipedia, 2017).

The thought of shifting the government seats from the de facto capital city of Dar-es-salaam to de jure capital city of Dodoma was conceived and traced back 43 years ago. That was 12 years after the national independence when the decision was taken under the regime of Mwalimu Julius K. Nyerere. It was argued by some analysts that the state migration programme was part of the socialist vision and motive that President Julius Nyerere experimented and which failed due to manifold reasons which first and foremost mentioned to be budget constraints issues. The main obstacle in the implementation of the 'shift-to Dodoma' project was the almost total dependence on the Government budget to fund the entire government reallocation programme. From the onset, the budget concern derailed the programme during its earlier consideration in the National Assembly when the Minister of finance warned about the evolving and undue project. President Magufuli's announcement to restore the project is witnessing similar budget concern issues being raised by some observers and analysts. Such similar situation is actually what accounts for the failure to implement the shift to Dodoma project for the last 43 years, and this is what also accounts for Mwalimu Nyerere's disappointments and frustrations at this failure. This is explained by the fact that Mwalimu Nyerere's enthusiasm for the shift to Dodoma was based primarily on his socialist vision. For it is indeed a fact that for Mwalimu Nyerere, relocating the Government Capital to Dodoma was an embodiment of his cherished Ujamaa policy. He strongly felt that the move of the Capital to Dodoma, the centre of the country, would mostly benefit the vast majority of the peasants who were living in that least developed part of the country. This is illustrated by his decision that the Dodoma Ikulu (Dodoma state house) should be located in Chamwino Village (Bamber, 2009)

The imprudent total dependence on the Government budget to fund this capital transfer project will harm other development project which are to be considered as priorities to the citizens such as projects related to water and electricity; health services, education projects, constructions and transportations projects which will need to be foregone and reallocate money to this ambivalent capital transfer project. Because of that, it will in other way harm the citizens by missing on those societal priorities while e-government would play a useful role to be a nexus between government and its society. This is because the other bodies and private sector organization will of necessity move closer to where the government is going to be reallocated. Considering the ill-equipped situation of Dodoma to accommodate different government ministries, departments and other agencies; it is characterized by poor infrastructure, inadequate social services, and since the Municipality is set to be a big cosmopolitan state, therefore huge investment in areas such as health services, education, industry and transportations will require a huge amount of money as a result of this project while these necessities are of great significance and shouldn't

be as a result of state migration which it is another revealing cost by itself. Other costful programme will be the resettlement and reallocation of indigenous people to vacate and give land for constructions of government offices, residential houses for public servant employees and other space for welcoming private sectors who are expected to move closer to where the government sits. This will supplement and toping up more cost for the government and its citizens. Contrary to that, this paper urges the government to descramble the lost energy and translation put on the use of e-government as an appropriate form of cost useful way to help the government avoid the cost of vagaries and conceivable economic and social upheavals that would be resulted from the capital transfer project. This prominent evaluation will help shape the government decision making process and budget prioritization as well as assisting in the monitoring of their carrying capacity.

4.2. E-Government versus State Forced Migration: Literature Review

4.2.1. E-Government Defined

Before discussing how e-government quality must be well adapted and favored against the forced state migration, it is important to define what is meant by e-government in the context of its cost effectiveness. At its simplest; (Zaidi and Qteishat, 2012) defined e-government as the use of information and communications technologies by governments to enhance quality of services and informations provided to their citizens, and other stakeholders in efficient and cost effective ways. The United Nations (UN) E-Government Development report defines E-government (eGov) as “the use of information and communication technologies and its application by the government for the provision of information and public services to the people” (UN-eGov Survey, 2016). The bases of the most definitions eventually focus on how e-government is cost effective and how it serves citizens with consistency and in timely manner. That is the reason for this article to reconsider it as a bandwagon and enlightening process suggesting to suppressing this uncertain and descending capital transfer project.

Vast amount of literature is available and most of the studies of e-government have largely been concerned and focused on the areas of e-government implementation (Kaaya, 2006), e-service quality delivery (Zaidi and Qteishat, 2012), and over all process of government to e-government (Robert M. Davison, et al., 2005). Specifically, no study, at least known to this writer has addressed the case study of eGovernment to Government way of providing services to citizens. In this case, Tanzania is considered moving backward and lagging to achieving effective e-government by accrediting the forced state migration as a must project to be undertaken, and the notion that Dodoma is centrally located hence it would have ease accessibility for citizens from different angles of the country, in my view, is ignoring the e-government application which does not need a specific location therefore good investment in technology for a wide accessibility of government service provision is needed. This is a reason for failure of e-government in most of African countries whereby they abandon e-government after the initial success (Phillips and Kim, 2016). Undertaking and to proceed with capital transfer project is to increase burden to the citizens because the government need to forgone some important projects and tasks in order to allocate money into this ambivalent project which infact has no clear intention of helping paupers who needs health services, education, electricity, improved economy, agricultural, irrigation investment and many important priorities that most countries prefer around the world. Instead, it is important for the government of the URT to make good use of e-government hence it is a proven fact that it supports development. (Schuppan, 2009) in his article explains e-government as a worldwide fact proven to support and encourage development and reduce poverty in a country. It enables the government to have better performance considering that efficient and effective state administration is necessary prerequisite for economic and social development. He later put forward the fact that this issue is closely connected and appropriate for countries in Sub-Saharan Africa where public administration is characterized by inefficiency, limited capacity and poorly trained personnel. The citizens expect the same service, information handling and capacity building to be distributed equally; the e-government can effectively play that role and hence improve the accountability of the government. The traditional way and the decision to ignore the radical transformation of e-government after putting so much energy on it is like moving backward and to foregone the most important tasks for the ambivalent state migration project. Many observers conceptualize the nexus between the improvement of government accountability with e-government and relating to cost-saving benefit since the government uses less tax payer money to provide more services that give results within a shorter period of time which can be applied to different environment than did traditional process (Kaaya, 2006) . Therefore, the argument that Dodoma is at the central zone is an impotent notion, and to government accountability is nothing, rather increasing the cost to citizens by thinking they can physically visit the capital due to its easiest accessibility while it's in another way to increasing cost and failing to translate the use of e-government to serve the citizens in a short period of a time. (Rorissa and Demissie, 2010) noticed the issue of political environment and national policies as determinants for adopting e-government. This is because, if the government is willing to undergo the slight change and reform on its policies towards improving e-government or not, it will determine the level of its e-government adoption. The country political decision to improving e-government is paramount. Focusing on using traditional way results on increasing government responsibilities, so does its tax increase, costs and burden to its citizens. E-government can play a major role in cost efficiency and effectiveness in increasing a good service delivery that the government is required to provide to its citizens (Evans and Yen, 2006). The focus on implementing the e-government is understood to be one issue and can be updated and improved with accuracy every day, but the issue of state migration from Dar-es-salaam to Dodoma is another issue and proved to be costful than keep implementing the e-government hence the former can be easier

than the latter. It is undoubted that citizens would prefer to themselves remain at their working stations and they wouldn't prefer to take time out of their work to go in and queue in long inefficient lines to be provided with government services.

4.3. E-Government in Sub-Saharan African Countries

The burgeoning interest and the use of e-government in Sub-Saharan African countries is surpassing the immemorial. However, most of African governments are lagging behind in the delivery and development of the e-government (Mundy and Musa, 2010). This is because; the progress in e-government development has been relatively slow comparing to other regions of the world (UN-eGov Survey, 2014). Various research studies have described several reasons for this improvidence ranging from lack of interoperability of government services and little knowledge in technological knowledge by government administrators (Enaw et al., 2016), inadequate technological infrastructure development (Ngulube, 2007), safety policies, citizens trust (Asiimwe and Lim, 2010) to low literacy rates, low economic development and variety of cultural factors (Rorissa and Demissie, 2010).

However, in spite of these blockships, most studies have shown how e-government has remained to be indispensable to the continent (Sub-Saharan Africa, in particular) whereby, nowadays, African governments at some points and levels are implementing e-government from different governmental departments and hierarchies (Rorissa and Demissie, 2010). Number of African countries has been doing well interms of improving their e-government services and this shows it is possible to implement, develop and adapt to e-government in Sub-Saharan African countries. Improving on policies and institution participation will improve human development and interactions to e-government (Choi et al., 2017). Countries like South Africa (460), Algeria (189), Kenya (140), and Morocco (131) have been improving to present different number of features (in brackets) on their websites to particularly increase the interactions with their citizens (Rorissa and Demissie, 2010). (Lallmahomed et al., 2017) investigating the factors for e-government services in Mauritius, posited that, government have invested on e-government which in turn has resulted to the number of internet subscriptions per to increase from 735,000 with a figure of 58.3 number of internet subscriptions per 100 inhabitants. This benevolent achievement made the island state to be among the top six countries in Africa that has an eGov index above world average (UN-eGov Survey, 2014).

4.4. Requirements for Adaptive E-Government in Intricated Systems

4.4.1. Providing Quality Public Services and Informations for Interactions

Citizens need to obtain useful informations, and on top of that, they need to use that information to interact and transact with its government (Kumar et al., 2007). Effective and efficient e-government depends on good, quality public services and trustworthy informations that could be transmitted and flown to the citizens with consistency to improving the intended services. (Sá et al., 2016) put forward the fact that, among the major challenges that electronic government is facing is on the provision of quality public services. The provisions of the online quality public services require quality informations, clear administration functions as a motive for the citizens to engage. (Buckley, 2003) reiterate this, posited that e-government services express concisely and succinctly public administration functionalities and informations making them available through digital interface services. Information must be congruent with citizens' needs interms of contents, time and form of presentation. The information must not overload the capacity of users (citizens) to assimilate it.

4.4.2. Dealing with Political Consensual and Willingness

Sharp political differences and unwillingness across interested political parties in country's development make a serious disagreement inherent to e-government choices. For example, a local government in Southern Korea- Gangnam-gu (gu means "district" in Korean) using political willingness and its role as a political leader- a locally elected mayor was recognized as the main motivator behind the e-government effort and success. It is undoubtedly that political willingness and agreement can have a drastic change towards improving e-government and citizen e-participation. Gangnam-gu case was unique whereby citizens have a chance to communicate with the government and participate into different discussion with senior staff meetings (includes Mayor, Vice-mayor, heads of several bureaucracy and other senior officials). This provided citizens with ability to directly access, view, and comment on public documents and that enables them to make meaningful policy suggestions to be considered by the government. There were variety of political unwillingness and disagreement including (i) heavy influence from Seoul metropolitan government who thoughts that the mayor is stabilizing his political control, and (ii) Gangnam-gu bureaucracy and administrators influenced to reject the movement of the mayor because their position and status were assured and guaranteed by Seoul metropolitan government through local public service law. However, it is important to understand that political disagreement and unwillingness to pursue the use of e-government should be disregarded because the e-government brought several successes and Gangnam-gu achieved (i) tax collection approximately US \$ 107 Million over the internet (ii) policy inputs and citizens' expression influencing Government decision making. This helps the government to have effective and efficient public administration while serving the nation and still undertake important task such as provision of good health services, education and other development projects. Nay more, organization cultures and employee's mindset are the blockships towards achieving e-government success because of associating their organization data and their power or authority. Politics creeps in when departments within the same organization or with

external partners become hesitant to share data as they believe that, by doing so; it will weaken their power and authority (Zakareya Ebrahim, and Zahir Irani, 2005). Therefore, that indicate how politics militate the success of e-government.

4.4.3. Inducing Rule Compliance and Wielding of Management Support

Effective e-government requires the holding and use of management support, which is indispensable. Restorativity of technology alone would not give assurance to e-government success, but explicit and sufficient resources, adequate infrastructure, management support, capable IT staff, augmented and effective IT training and support (Zakareya Ebrahim, and Zahir Irani, 2005) supplements a quid pro quo of e-government. Private-based institutions often use different strategies for achieving support and compliance in rejuvenating e-application and that rely on management commitment on positive deployment of e-government use. Whether motivation mechanisms are formal or informal, those who take advantage of it must be seen as effective users of e-government by the citizens and it will eventually overwhelm the e-government existence strategy.

On the other hand, much of government administrative activities in intricated societies i.e. developing countries, have been "physical and manual application system", have been control and command system as well. The government needs to set up rules that will help the country to achieve e-government development. The requirement of specific rules will help the users in building and creating the user trust environment. If sufficient rules and sufficed environment are created and made to protect the user group for monitoring and enforcement, such approaches are effective. (Mahmoodi and Nojedehb, 2016) made this statement incommensurable and posited the fact that it is of a great significance for the policy and decision makers to win the trust of the citizens, therefore legal structure and rules are paramount to e-government development. Rules pertaining to safety technologies such as revealing identity must introduced from the inception whereby dealing with electronic crimes, privacy, and free flow of information, consumers' right and electronic trade need to be treated with safety and assurance. When the need is to encourage rules for safety and transparency in e-government development and technology as a key point, physical and manual applications; control and command systems are less effective. Private institutions can provide support to have the interconnected system so as to achieve the wide coverage of e-government for both public and private sector.

4.4.4. Providing and Investing in Technological Infrastructure

The importance of investing in physical and technological infrastructure is often ignored. Infrastructure, including technology on digital interface determines the degree to which administrative activities can be highly achieved. The intelligible e-government permits citizens capacity to have an effect on the government decision making. This strategic use can suddenly improve government accountability, responsiveness and transparency (Ahn and Bretschneider, 2011). The extent to which impediments in governments and administrative activities can be reduced and the degree to which consistency in service delivery can be effectively and easily monitored. Investing in service quality is significant especially on the internet environment. The government needs to improve its services quality by upgrading its operational processes by being able to identify hindrances (Hien, 2014). Investments in technological infrastructure thrive to be a nexus between administrative activities, national development and citizen-centric bureaucratic cultural approach.

4.4.5. Encourage and Influence E-government Adaptations

Government websites must be designed to influence and encourage citizens for e-government adaptations. It requires careful thoughts to paramount elements such as ease of navigation, aesthetics, accessibility and features such as personalization, customization, customer self-care, and communities to serve the citizens effectively and efficiently (Kumar et al., 2007). Fixed compelling of the use of available resources are likely to fail because they put too much confidence in the state by using meagre resources. Short of skilled personnel and other facilities for providing satisfactory services to the citizens became a continuing challenge. Therefore, it is significant for developing countries to adopt e-government to revitalize the provision of government services with consistency and transparency which could also alleviate corruption, a serious problem in a number of developing nations around the world. Adaptation should also be emphasized not only to citizens, but also within government staff. They should be willing and prepared to use and deal with new technologies that become gradually visible and apparent to e-government in dealing with government activities (Zakareya Ebrahim, and Zahir Irani, 2005). The use of physical ways such as paper collections, forms, and receipts underscores the outmoded way of dealing with citizens while e-government underpins fast and immediate access to back-office activities and supply electronic forms, receipts and other certificates on timely manner and in cost-effective ways.

4.5. Strategies for Meeting Adaptive e-Government on Intricated System

These general strategic principles for e-government development are well established as a result of various empirical studies (Heeks, 2001). Many of these appear to be applicable from the public to private institutions for robust e-government development, from local application to global level application of the e-government. Although they are less well tested at that point, these three appears to be relevant according to the nature of our discussion and overall conceptualization.

4.5.1. Incisive Discussion with ICT Intermediaries

Analytical and concise discussion with ICT specialists, user groups i.e. citizens/community appears to be very critical at this point. These ICT intermediaries might be the existing professionals from different angles in the country such as accountant for online tax systems, notaries for online registrations system; or public servants i.e. in call centres or in-one-shop government offices or NGO's and community based organization i.e. staffed community telecentres; or private sectors organization i.e. cyber cafes or other public institutions (Heeks, 2001). Such incisive dialogue provides improved information and the firm belief in it is that is essential for enhancing information available to be effectively used and build sufficient and adequate environment towards achieving e-government success.

4.5.2. Hierarchical Arrangement (strong institutions and policies) to Gain Governmental Excellence and Human Development

Allocation of the institutions and policies must be compatible to achieving e-government and adaptation. Simple strategies for developing e-governance that does not rely on strong policies and institution will eventually fail. This is because; the leading countries on e-government are the one who as well have strong institutions. Developing good policies and institutions will lead to achieving governance excellence (Choi et al., 2017). Human development focuses on creating fair opportunities and choices for all people. That is what e-government provides; transparency and participation. Human development improve lives of the people rather than assuming that economy will do, and opportunities will give people freedom and choices to live lives they want and value (UNDP, 2016). Therefore, developing and adapting to e-government aims at achieving human development.

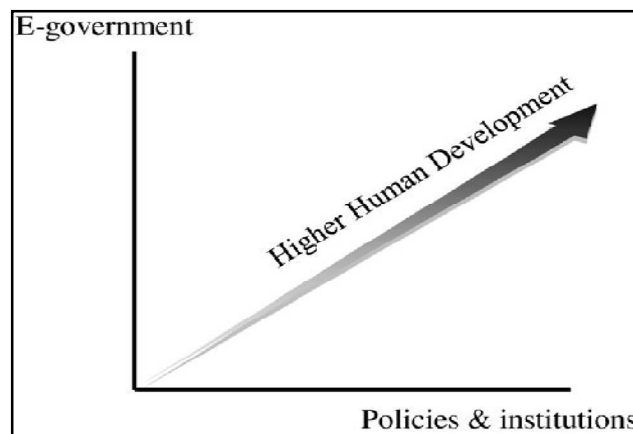


Figure 1: Two axes of governmental excellence. Source: (Choi et al., 2017)

4.5.3. Deployment of Various Institutions

Strategically, deploying different scales and levels of institutions is of great significance whereby involving different institutional types such as hierarchies, central government departments, politicians, those who employ a variety of decision rules to change and adapt the implementation of the e-government. (Rotthier, 2004) contemplated and noticed the ubiquitous of e-government and its realization by politicians in the UK, Ireland and Germany; and also, the central government departments such as Office of the eEnvoy (UK), ICTU (The Netherlands), Bundonline 2005 project group (Germany), Information Society Policy Unit (Ireland), Comité Interministériel pour la Société de l'Information (France). In Belgium, he noticed the federal level (FEDICT) as well as at the Flemish one (eGovernment project team). These were all supported by the politician side as well. When you seek and get support from various institutions in the country, it helps in ensuring the success of developing and implementing e-government in rapid pace.

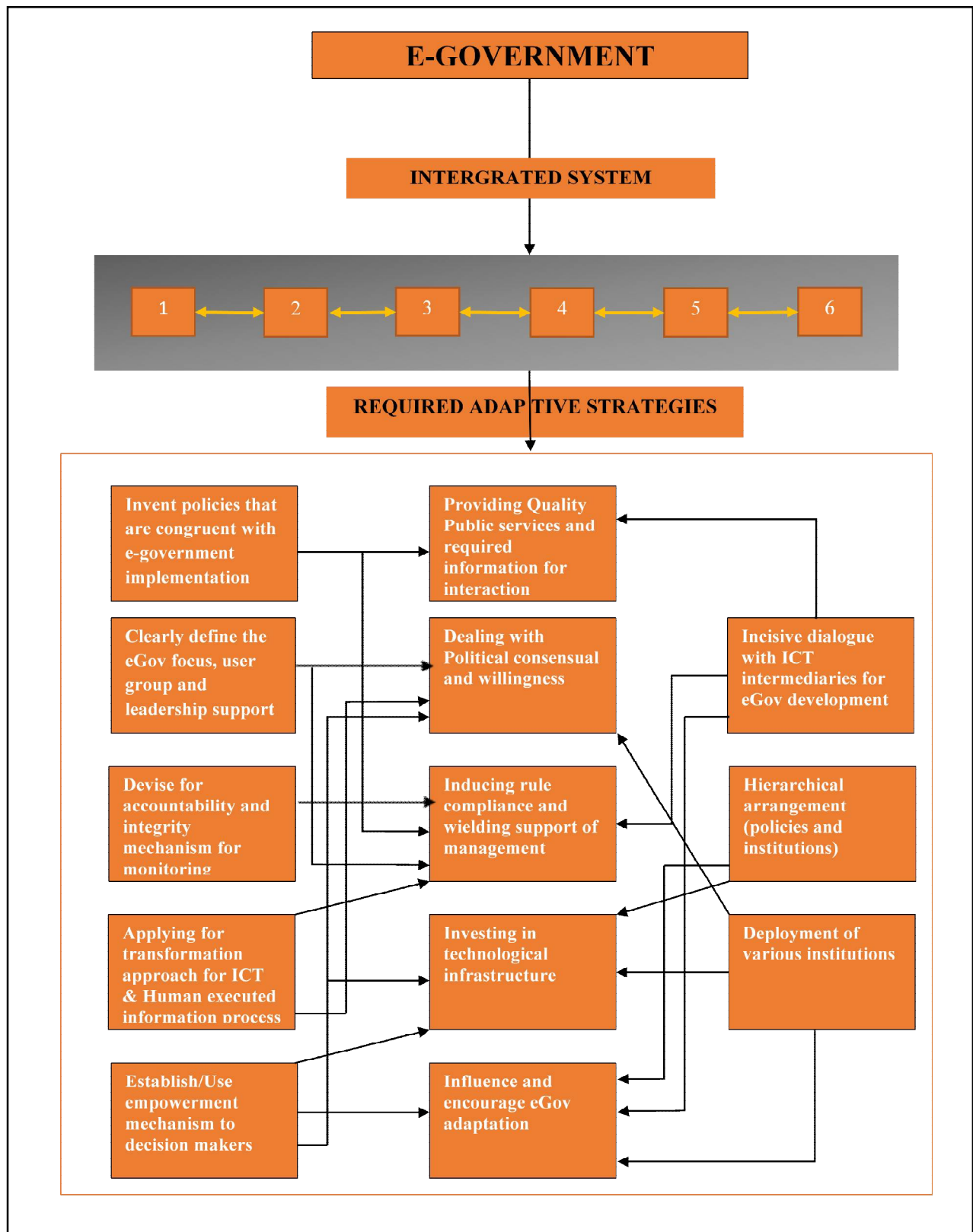


Figure 2: Conceptual framework for meeting the requirements of adaptive e-government.

Description of codes

1= E-Health 2= E-Education 3= E-Environment 4= E-Finance 5= E-Community
 6= other government departments

Developed by Ryakitimbo (2017)

5. Conclusion and Recommendations

The understanding of e-government adaptive strategies by public sector organization is significant and it is possible to invest on e-government and therefore improve the government administrative activities, improve the relationship between government and its citizens. The author remains guardedly optimistic on this. During the immemorial, e-government was not part and parcel to most of the countries around the world; however, considering its contribution during the early decades, it is currently remaining inevitable everywhere around the globe. Studies have shown that adapting to e-government have been effective to improving the stewardship of government core activities such as citizen e-participation, e-democracy, alleviation of corruption, poverty reduction and being a nexus to achieving development. The purpose of this study has been to help IT practitioners, officials, decision makers, policy makers in the public sector to learn how to strategically enforce the use and management of e-government to revitalize government administrative activities, improving government decision making and gain advantage on the use of e-government without counteracting with government plans and programmes on serving the nation. However, it must be understood that, the author does not go against the will of the URT's decision on capital transfer project, instead he is giving his own opinions and thoughts and again suggesting on strategies the country could adapt to resurrect the e-government effort invested before which now looks as a lost translation. E-government has proven to guarantee life to sufficient provision of government activities therefore it is suggested to be improved and considered as one of the development factor. This framework model for strategies presented in this article can improve the development of e-government focus and adaptation in Tanzania and other Sub-Saharan African countries that are willing to develop and use e-government system as a replacement for organization challenges.

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