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Planning E-Government Projects for Developing Countries: A Checklist of Accountability and Transparency Success Factors

CAPSTONE REPORT

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Abstract

for

**Planning e-Government Projects for Developing Countries:
A Checklist of Accountability and Transparency Success Factors**

Governments of developing countries attempt to provide a better quality of life to citizens through information and communication technologies (ICTs). This attempt “to enhance the access to and delivery of government services to benefit citizens” is known as e-government (Basu, 2004). This study focuses on e-government project planning, with emphasis on two factors: accountability and transparency. A checklist of success factors, derived from case studies and theoretical documents, is provided for consideration by e-government designers.

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CHAPTER 1 – PURPOSE OF STUDY

Brief Purpose

The purpose of this study is to create a checklist for the planning of e-government projects in developing countries. E-government is defined by Basu (2004) as the “use of technology to enhance the access to and delivery of government services to benefit citizens, business partners and employees”. The World Bank Group (2000) defines developing countries as “low and middle-income countries in which most people have a lower standard of living with access to fewer goods and services than do most people in high-income countries” (paragraph 19). This study is intended for a group of professionals known as e-government designers, or project managers who are not civil servants and are usually outsourced by a government to plan and design e-government projects (Heeks, 2004, p. 6).

The advent of information and communications technologies (ICTs) and the Internet support the sharing of public knowledge (UNESCO, 2005, p. 17).

Information and communications technologies (ICTs) are defined as “technologies that facilitate communication and the processing and transmission of information by electronic means” (Marker, McNamara and Wallace, 2002, p. 4, paragraph 1). The Internet has increased the demand for and support of “transparent, participatory and more efficient governments worldwide” (Brown, 2003). However, the Internet has developed unevenly around the world, with its penetration much lower in developing countries (Castells, 2002). Despite this fact, governments of developing countries including Brazil, Cameroon and India have implemented e-government projects to enable greater

government transparency and accountability. ICTs such as the Internet are “being used to streamline government and connect it more closely with the people it is supposed to serve” (The Information for Development Program and & Center for Democracy and Technology 2002, p. 1, paragraph 3).

This research study is conducted as a literature review (University of California, 2005) in which selected literature is used to compile a checklist of factors for the planning of successful e-government projects in the areas of transparency and accountability (Kumar, 2002). Selected literature addresses the primary research question, which is framed as “What factors in the areas of transparency and accountability should e-government designers consider when planning for successful e-government projects in developing countries?”

The study is conducted in four stages: (1) problem formulation, (2) literature search, (3) data evaluation and (4) analysis and interpretation (University of California, 2005).

Conceptual content analysis is used as a data analysis strategy (Colorado State University, 2006). Analysis is conducted by reading the selected literature in search of the existence of a pre-determined set of two concepts related to e-government planning: (1) accountability and (2) transparency.

The results of the initial content analysis are illustrated in four appendices. Appendices A and B, respectively, identify success factors related to accountability, the first as demonstrated in four selected cases and the second in two theoretical documents, including the Information for Development Program & the Center for Democracy and Technology and, the Pacific Council on

International Policy. Factors are presented for consideration by e-government designers when planning e-government projects in developing countries with similar goals. Appendices C and D, respectively, identify success factors related to transparency, demonstrated in the same set of four selected cases and the theoretical documents noted above, also for consideration by e-government designers.

These four appendices are combined to form the final outcome of the study (see Appendix E), A Checklist of Accountability and Transparency Success Factors for Consideration by e-Government Designers When Planning Projects in Developing Countries). The checklist is designed for use by “industrialized country designers” who conceptualize an e-government system for developed countries which is “subsequently transferred to a developing country” (Heeks, 2004, p 7, paragraph 3).

Full Purpose

According to the World Bank (2005), e-government is an important factor which contributes to a country's economic development and competitiveness. Kumar (2002) states that e-government offers many benefits to users, in particular those from developing countries, such as accountability and transparency. These potential benefits are emphasized by Basu (2004) who states that “The use of ICT in government operations facilitates speedy, transparent, accountable, efficient and effective interaction with the public, citizens, business and other agencies” (p. 111, paragraph 1). The benefits of e-government projects can be seen by looking at selected examples. Cameroon was able to improve the transparency of personnel management systems (Tazo, 2003) and in

Romania; a web portal made government procurement more transparent (Ailioaie & Kertesz, 2003).

Heeks (2004) proclaims that the Internet has enhanced the role of ICTs in the public sector, which has contributed to the rise of project planning in e-government. ICTs have the great potential of increasing the flow of information and empowering poor people (Marker, McNamara and Wallace, 2002, p. 4, paragraph 3). Sciadas (2005) believes that the gap between the ICT “haves and have-nots”, known as the Digital Divide, is a challenge to the “development and standards of living among economies” (p.1, paragraph 3). Bertucci (2002) states that ICTs can “significantly improve the services and information flows” for government and create “vast economic, political and social opportunities for developing countries” (p. 3, paragraph 1).

For this study, e-government is defined as the “use of technology to enhance the access to and delivery of government services to benefit citizens, business partners and employees” Basu (2004). He expounds that the use of ICTs can act as the link between the three stakeholders, citizens, business partners and employees, by supporting “processes and activities” which in turn supports good governance. Basu states that the “strategic objective” of e-government “is to support” governance (paragraph 1, p. 1).

The purpose of this study is to create a checklist of factors for the planning of successful e-government projects in developing countries with focus on enhancing transparency and accountability. The intent is to provide a set of “lessons on how national e-government plans can be formulated and what makes individual projects successful” (World Bank

2004b, p. 1). The focus is on a set of pre-selected case examples and theoretical perspectives that address both accountability and transparency as two key factors. Kumar (2002) states that the issues of accountability and transparency have existed long before e-governance, however, e-governance “enables greater participation of citizens in policy and decision making” (p. 1, paragraph 1), thus making these two factors all the more important.

Due to the fact that developing and developed countries have varying characteristics and needs, a checklist is required that can help frame ‘the collective experiences that a group of knowledgeable e-government officials from the developing world wish to offer to others following the path to e-government’ (Pacific Council on International Policy, 2002, p. 1, paragraph 9). This checklist addresses designers from developed countries who are charged with planning e-government projects specifically aimed at enhancing the two factors of accountability and transparency for developing countries. Heeks (2004) states that e-government project designers are usually outsourced by a government and, most often selected from the private sector within developed countries. As a result, they may lack “the understanding of the unique processes, systems, structures, and culture in the public sector” (p. 7, paragraph 1). Heeks (2004) describes the project designers as persons who would most likely draw their knowledge from former projects, mostly conducted in developed countries and who want to apply this knowledge and transfer it to developing countries. The checklist is designed to take into consideration the “considerable gap between the concept of design and the context of deployment” (Heeks, 2004, p. 7, paragraph 3) when e-government is applied to developing country projects.

This study is designed as a literature review and is developed in four stages, as described in *Write a Literature Review*, published by the University of California, Santa Cruz (2005). In the first stage, problem formulation, the topic of the study and its components are identified. In this case, the larger topic for investigation is e-government with emphasis specifically on the planning of these projects geared at “reduced corruption” through increased accountability and “increased transparency” (World Bank, 2004b, p.1 paragraph 1) in developing countries. The second stage is a literature search to collect literature relevant to the study. Search strategies are implemented to locate literature in the following key areas: e-Government Projects, e-Government Success Strategies and e-Government in Developing Countries. Once literature is collected; data evaluation, or stage three, involves comparison to the following general criteria for final literature selection – literature that is specific to developing countries and theoretical documents and case studies that address successful elements and strategies for successful e-government planning, with emphasis on two factors: accountability and transparency.

The fourth stage of the literature review involves analysis and interpretation. The data analysis strategy selected for the study is conceptual content analysis, as described in the Colorado State University (CSU) Writing Lab (2006) website: (<http://writing.colostate.edu/guides/research/content/com2b1.cfm>). Through a series of eight steps, this strategy enables the researcher to identify common themes and ideas throughout the literature. The data analysis exercise is designed to identify factors from actual projects that contribute to success, when planning e-government projects in developing countries; and factors from theoretical materials, suggesting how to plan successful e-government projects in developing countries. Kumar (2002) states that e-government is more often, “becoming a tool” to deal with the two main areas of accountability and transparency (p. 1, paragraph 1).

During this stage, results derived from the content analysis of the chosen literature are recorded in four appendices separated by the two categories, accountability and transparency. Each appendix illustrates the following:

- Coded concepts and definitions for the factors of accountability and transparency;
- The relevant source materials, including four selected cases and two theoretical documents;
- Concept description, as used in the source and;
- A brief discussion of each concept as used in the source.

A list of the appendices and titles follows, along with an example for each one:

Appendix A: Accountability as a Success Factor in Planning e-Government Projects:

Case Examples. This figure identifies the area of accountability as it pertains to each of the four selected cases providing elaboration of each concept from each case, for example, Legislative Support in the form of acts to support government accountability.

Appendix B: Accountability as a Success Factor in Planning e-Government Projects:

Theoretical Statement. The figure identifies the area of accountability as it pertains to each of the theoretical sources providing elaboration of each concept from each source, for example the need for a good Records Management System to ensure documentation of all government procedures and projects.

Appendix C: Transparency as a Success Factor in Planning e-Government Projects: Case

Examples. This figure identifies the area of transparency as it pertains to each of the four selected cases providing elaboration of each concept from each case, for example Access by key stakeholders to information which they need.

Appendix D: Transparency as a Success Factor in Planning e-Government Projects:

Theoretical Statements. The figure identifies the area of transparency as it pertains to each of the theoretical sources providing elaboration of each concept from each source, for example Stakeholder Interaction and Civic Engagement allowing stakeholders to be educated about the project and increase involvement.

Selected literature is examined that includes both theoretical perspectives and four specific case examples, including the countries of Cameroon (Tazo, 2003), India (Crishna et al 2003), Philippines (Alampay, 2003) and Romania (Ailioaie & Kertesz, 2003).

These four cases are selected for use in this study because they represent a cross section of successful cases where e-government projects are used to enhance government's accountability and transparency in developing countries. Two key theoretical documents are also selected for review. Selected theoretical perspectives include those published by the Information for Development Program & the Center for Democracy and Technology and the Pacific Council on International Policy. Endorsed by the World Bank, The Information for Development Program & the Center for Democracy and Technology is chosen as a reliable theoretical source for developing e-government projects in the developing world because the Handbook (2002) is one the first attempts to "bring together key resources and examples of best practices from around the world and to provide an operational tool" (p. ii, paragraph 5). The Pacific Council on International Policy is chosen because it is a non-partisan organization based at the University of Southern California Campus. The goal of this organization is to pose relevant, fundamental questions to the governments of developing countries as to the rationale

behind pursuing e-government projects, vision of projects undertaken, type of e-government, political support and leadership.

The final outcome of the study is a checklist which identifies success factors for consideration by e-government designers when planning projects in developing countries, with emphasis on accountability and transparency. The checklist is formed by combining the four sets of factors described above, produced as results from the conceptual analysis process. Factors are generalized into major themes as sub-sets of the larger two factors of accountability and transparency and then framed for use by e-government designers, as presented in Appendix E - Checklist of Accountability and Transparency Success Factors for Consideration by e-Government Designers When Planning Projects in Developing Countries. These themes are determined by reviewing the identified factors in relation to each specific definition of the two concepts.

Limitations

Timeframe: Literature published between 2001 and 2005 is collected for this study. The year 2001 is chosen because it was in this year that the United Nations ICT Task Force was established, “helping to formulate strategies for the development of information and communication technologies and putting those technologies at the service of development and, on the basis of consultations with all stakeholders and Member States” (United Nations, 2003). It is from this mandate that an e-government pilot study such as the Kothmale Community Radio Internet Project was launched in the developing country of Pakistan (United Nations, 2003, p. 6, paragraph 6). The success of this project

represented the vision which the United Nations had laid out for e-government projects and developing countries. Other projects were launched in other developing countries.

Source for Selected Cases: The "eGovernment for Development Information Exchange" project is consulted as the source for the selected cases for the study because it is managed by the University of Manchester's Institute for Development Policy. The Institute for Development Policy is funded and managed by the Commonwealth Telecommunications Organisation (CTO). The CTO is an international development partnership between Commonwealth and non-Commonwealth governments. According to its website "It provides the international community with effective means to help bridge the digital divide and achieve social and economic development, by delivering to developing countries unique knowledge-sharing programmes in the use of information and communication technologies (ICT) in the specific areas of telecommunications, IT, broadcasting and the Internet" (CTO website, 2006, <http://www.cto.int/index.php?dir=03&sd=10>).

Cases: Selected examples of e-government projects in developing countries, for use in the conceptual analysis, are limited to those countries that exhibit expertise in e-government project planning, and that focus on two factors, including accountability and transparency. The four selected cases of Cameroon, India, the Philippines and Romania all deal with projects which have benefited their countries in terms of both accountability and transparency, be it in procurement, the tender process or personnel management systems.

Factors: This study focuses on the needs of developing countries in the planning of e-government projects, because the needs of developing countries are different from those of developed countries. While there are many factors that could be considered, such as Leadership, and Stakeholder Consideration, Adequate Technical Planning and Training/Communication Planning (Chidurala, Kaminskas, Pathak, Sridhar and Tsfat, 2001), focus in this study is on two factors: accountability and transparency. According to Kumar (2002), e-government is the means to achieving these “outcomes of real democracy” (p. 1, paragraph 1). The reason for this focus is because these areas impact heavily on good governance for any government, which is “the process of decision-making and the process by which decisions are implemented” (United Nations Economic and Social Commission for Asia and the Pacific (UN ESCAP), 2005). The assumption is made that fundamentally, good decision-making requires accountability and good implementation requires transparency.

Information Society: The Information Society is defined by the Information Society Commission (n.d) as “a society and an economy that makes the best possible use of new information and communication technologies (ICT's)” (Information Society Commission website, paragraph 2). According to the Commission, it has altered “aspects of our society and economy” and presents new challenges for governments as well. This definition forms the context of the Problem Area discussion in this study.

e-Government: There are a number of definitions of e-government. The one selected for this study is Basu’s (2004) because it applies to all stakeholders affected by e-government that is, citizens, businesses and employees. Basu writes that e-government is

the “use of technology to enhance the access to and delivery of government services to benefit citizens, business partners and employees” (p. 110, paragraph 2).

Research Method: The research method selected for use in this study is a literature review, as it is defined by the University of California (2005). The data analysis strategy is conceptual content analysis, using the eight category coding step system outlined by the CSU Writing Lab (2006). This system provides a way to identify factors presented in selected text-based materials from both critical practical and theoretical applications.

Problem Area

According to the World History site (2005), (<http://www.worldhistorysite.com/whatare.html>), prior to ICTs such as the Internet, the communication technologies of electronic recording and broadcasting (television and radio) were used as means of communicating and educating the wider society. The site states that each civilization is defined by the communication technology which was popular at that time. In relation to a set of time classifications used in history, the communication technology of electronic recording and broadcasting (television and radio) belong to the Fourth Civilization which began after the World Wars I and II, reaching its maturity in 1998. The site states that this type of technology brought “auditory and visual messages to entire communities, keeping people amused and informed”. The Fifth Civilization, according to the site, is defined by computer technology. Castells (2002) declares this as he states, “We have now entered a new world of communication: the Internet Galaxy” where the Internet is used as a “communication tool” and that “Core economic, social, political and cultural activities throughout the planet are being structured around the Internet, and other computer networks” (p. 3, paragraph 1).

Brown (2003) posits “Where it took television and personal computers decades to gain mass usage, in only four years the Internet gained 50 million users” (p. 6, paragraph 1). However, Brown asks the question, “how do we leverage this technological revolution for a revolution in development that can make a real difference to the everyday lives of the world’s poor?” (p. 6, paragraph 2). In the same paragraph, he notes his vision of the Information Society, coming out of the World Summit on the Information Society Geneva 2003 and Tunis 2005, as unleashing the benefits of ICT “so that it improves the lives of ordinary people everywhere”.

The Information Society Commission defines the Information Society, “a society and an economy that makes the best possible use of new information and communication technologies (ICT's)” (Information Society Commission website, paragraph 2). In this type of society, information is seen as a major commodity, is crucial to social development (Zezza, 2001, p. 1, paragraph 1) and based on “technological breakthroughs” UNESCO (2005). However, despite the “breakthroughs”, there is a gap between those who have access to ICTs and those who do not have access. Sciadas (2005) uses this as a means of measurement in determining whether a society is an Information Society or not, “the gaps between the ICT haves and have-nots” are known as the Digital Divide, (Sciadas, 2005, p. 1, paragraph 3).

Despite this gap, Brown (2003) notes that “The technological revolution has also been intersecting with another, equally powerful revolution – democratic governance” (p. 6, paragraph 5). The ICTs have “a direct impact”, “strengthening elections and other institutions and processes, particularly citizen input into decision-making and indirectly by providing real opportunities and better services for citizens everywhere” (Brown, 2003, p. 6, paragraph 5). Basu

(2004) argues that by exercising authority over economic, political and administrative affairs, a government exercises good governance. Good governance produces government that is “legitimate, effective, and widely supported by citizens, as well as a civil society that is strong, open, and capable of playing a positive role in politics and government” (Johnston, n.d., p. 1, paragraph 1).

The electronic support to good governance is e-government (Basu, 2004, p. 110, paragraph 4). World Bank (2004b) states that “E-government is about changing how governments work, share information, and deliver services to external and internal clients.” In describing e-government, the U.S. Department of Commerce states that is a “new era of economic and social experience bound up in digitally-based technological changes that are producing new ways of working, new means and manners of communicating, new goods and services, and new forms of community” (Momentum Research Group, 2000, p. 7, paragraph 5). The Information for Development Program and Center for Democracy and Technology states that the use of e-government not only promises improvement to “access to information” in the daily lives of citizens but offers opportunities for participation in the political process (p. 1, paragraph 7).

The Center for International Private Enterprise (2002) declares that scandals, illegal activities and corruption take place in “even the most advanced democratic countries with well-developed institutions”. However, they have “become a major barrier to economic development of transition and developing economies (republics of the former Soviet Union, ex-communist states of Central and Eastern Europe, countries in Africa, Latin America and Asia). The Center states that “in many of those countries the problem is so grown into economy and society that corrupt

behavior is accepted and is not questioned” (p. 2, paragraph 3). Kumar argues that e-government involves a change in culture which is often resisted (p. 5, paragraph 2) with this political culture affecting the operation of e-government (p. 2, paragraph 2).

This paper is written for e-government designers, who usually serve as professional consultants and IT personnel, outsourced from developed countries, to plan and design e-government projects in developing countries. Heeks (2004) states that these designers use their values and knowledge in “a different national context to that of the system users,” when there is a transfer of knowledge from a developed country context to that of a developing country. Heeks (2004) notes further that the designer’s misperception of the “users’ context” (developing country) is “contextual collision” which leads to partial failure or largely unsuccessful projects in these countries (p. 10, paragraph 2-3). As such, these designers run the risk of inscribing their knowledge of e-government in developed countries to the projects they attempt to plan in developing countries. The result is often at best a mismatch and at worst a failed project (Heeks, 2004).

Chidurala et al (2001) outlines a number of factors that might be considered by e-government designers when planning an e-government project, including leadership, stakeholder consideration and adequate technical planning. However, prior to areas like these being planned for in the unique economies of developing countries, the two selected factors accountability and transparency need to be addressed by the e-government designers.

Definitions

Definitions used throughout this study include the following:

Accountability – procedures requiring officials and those who seek to influence them to follow established rules defining acceptable processes and outcomes, and to demonstrate that they have followed those procedures (Johnston, n.d)

Checklist – “A list of items to be noted, checked or remembered” (The Free Dictionary, 2006).

Conceptual Analysis - this type of analysis is one form of content analysis, and occurs when a concept is chosen for examination, and the analysis involves quantifying and tallying its presence “within a text or texts” (Colorado State University, 2006).

Developing Country – “low and middle-income countries in which most people have a lower standard of living with access to fewer goods and services than do most people in high-income countries” (The World Bank Group, 2000).

Digital Divide – “A term used to describe the discrepancy between people who have access to and the resources to use new information and communication tools, such as the Internet, and people who do not have the resources and access to the technology.” (Webopedia, 2006)

e-Government – ““use of technology to enhance the access to and delivery of government services to benefit citizens, business partners and employees” (Basu, 2004, p. 110, paragraph 2).

e-Government Designers – A person who plans and designs e-government projects. For this study, a designer “draws their values and knowledge from a different national context to that of the system users” (Heeks, 2004).

Factor – “a circumstance, fact or influence that contributes to a result” (Oxford University Press (2002).

Information and Communication Technology (ICT) – “technologies that facilitate communication and the processing and transmission of information by electronic means” (Marker, McNamara and Wallace, 2002, p. 4, paragraph 1).

Literature Review – “surveys scholarly articles, books and other sources (e.g. dissertations, conference proceedings) relevant to a particular issue, area of research, or theory, providing a description, summary, and critical evaluation of each work. The purpose is to offer an overview of significant literature published on a topic” (University of California, 2005). The primary research method used for this study is a literature review (University of California, 2005). The University goes onto explain that this method is used because it allows the “critical evaluation of each work” as all works are placed “in the context of its contribution to the understanding of the subject under review”.

Transparency – “official business conducted in such a way that substantive and procedural information is available to, and broadly understandable by, people and groups in society, subject to reasonable limits protecting security and privacy.” (Johnston, n.d.)

CHAPTER 2 – REVIEW OF REFERENCES

This section presents an alphabetized, annotated listing of all the key literature used for this study. Each reference is listed as formal bibliographic reference and is discussed in terms of (1) the specific aspects of the reference used in the paper (2) the description of the parts of the paper which it supports and (3) the criteria used to select the reference.

Basu, S. (2004). *E-Government and Developing Countries: An Overview*. International Review of Law Computers. 18, (1), 109-132.

The main aspect of this reference used in this study is the definition of e-government. This definition is used throughout the study to aptly describe what e-government is as it relates to three types of stakeholders: citizens, business partners and employees. Basu's paper also describes the benefits of e-government as efficiency and effectiveness in government interaction with stakeholders. His descriptions of these benefits include the two factors of focus in this study, transparency and accountability. His reference introduces the concept of good governance which is essential to successful implementation of e-government initiatives.

This reference is used in the study to support the Purpose, Limitations and Problem Area sections. For the Purpose section, it provides a foundation for the discussion of e-government and good governance by providing definitions which frame the concepts in the study, and lists the benefits of e-government to three stakeholders. For the Limitations section, it limits the role of e-government to the definition which is used throughout the

paper. Finally, for the Problem Area, Basu is used to link the role of good governance and the use of ICTs by governments which he declares is e-governance.

This reference is determined to be credible because of its source, the peer reviewed journal, International Review of Law, Computers & Technology. A quick internet search shows that it is held by many well known universities such as Harvard University. Basu is currently a professor at Queens University, Belfast and the Book Review editor for International Review of Law Computers and Technology. He has authored seven published papers on E-Commerce, E-Government and Taxation.

Brown, M. (2003). Unleashing the Benefits of Technology for the World's Poor.

Choices: A UNDP Publication.

This reference discusses the role of ICTs, namely the Internet, in benefiting citizens of poor countries. Brown discusses the Internet in terms of benefiting all and focuses on the role of democratic governance in achieving this benefit. Used to support the Purpose and Problem sections of this paper, Brown proclaims ICTs as tools for allowing governments to improve the quality of life for all citizens.

This reference is taken from the United Nations Development Programme (UNDP) magazine, Choices. As part of the UN, the UNDP is considered a legitimate and reliable source for information. The UN piloted the first study of e-government in the developing country of Pakistan.

Colorado State University. (2006). *An Introduction to Content Analysis*. Retrieved on January 3, 2006, from <http://writing.colostate.edu/guides/research/content/pop2a.cfm>

A reliable source of information for Content Analysis, this website provides a clear and crisp explanation as to the what, why and how of content analysis. The most applicable part of the site to this study is a detailed yet easy to follow eight step procedures to conduct the analysis. This information is a sub topic of the University's very extensive website of writing and writing guides. It is frequently referred to by students from universities other than Colorado University as writing guide or reference.

The reference is also mentioned in the Brief Purpose, Full Purpose and Limitations but plays a major role in the upcoming Method and Analysis of Data Sections. This reference is the sole source used to provide explanation and guidance to the eight (8) step procedure and is directly applied to the study.

Heeks, R. (2004). *E-Government as a Carrier of Context*. Institute of Development and Policy Management.

This reference defines the audience for the study, the e-government designers who are from developed countries, and planning the projects in developing countries. Heeks describes these e-government designers as most often unfamiliar with the unique characteristics of developing countries. He notes that "contextual collision" occurs because the designers may apply their knowledge in planning projects based in the culture of developed countries which do not fit developing countries.

Heeks is used to support the Purpose, Problem Area and Method sections of this paper. For the Purpose section, the characteristics of the audience are outlined in some detail, specifically defining the reader of the study. The definition of the audience is significant to the study as it determines the outcome of the study and how it is developed in the Method section. For the Problem Area, information from Heeks provides the context for the audience, by exploring the problem which the designers face.

This reference is from the Institute for Development Policy and Management, a division of the University of Manchester, United Kingdom. Heeks is a professor and senior lecturer at the University who has written over a dozen papers on e-government, the most recent being this reference in 2005.

Marker, McNamara and Wallace. (2002). *The Significance of Information and Communications Technologies for Reducing Poverty*. Retrieved January 16, 2005 from http://www1.oecd.org/dac/ictcd/docs/matrixdocs/GBR_paper1.pdf

This reference is used to define information and communications technologies (ICTs) and discuss their benefits to people in general. Despite the fact that the reference is focused on poverty reduction, it is useful in that it builds an argument for ICTs, namely the Internet which is used a tool for the realization of e-government.

It lends support to the Purpose section by framing the concept, ICT, and limiting its understanding to the definition. The definition is straight forward and easily understood.

This reference is extracted from the Organization for Economic Cooperation and Development. This organization has thirty developed countries as member states and values its role in

advocating good governance in the public and private sector. It is known for its country surveys and reviews, designed to ensure governments' awareness to important economic areas.

The Information for Development Program and Center for Democracy and

Technology (2002). *The E- Government Handbook for Developing Countries*. Retrieved on December 31, 2005, from <http://www.cdt.org/egov/handbook/2002-11-14egovhandbook.pdf>

This Handbook is a useful source of information for this study because it specifically seeks to address the issues of e-government projects in developing countries. Developed by the Information for Development Program and Center for Democracy and Technology and endorsed by the World Bank, it presents the key factors for consideration when seeking to develop e-government projects, specifically focusing on accountability and transparency, in a format for policy makers and persons involved in e-government projects.

This reference supports the Purpose of the paper and also plays a large part in the Method section as data for content analysis. It is one of two sources of theoretical documents used to develop the outcome of the paper.

The Working Group on E-Government in the Developing World. (2002). *Roadmap for E-Government in the Developing World: Ten Questions E-Government Leaders Should Ask Themselves*. Pacific Council on International Policy.

Retrieved on January 10, 2006, from <http://www.pacificcouncil.org/pdfs/e-gov.paper.f.pdf>

Based in the University of Southern California, the Pacific Council is a non-partisan group with membership from the private and public sectors of the Western United States and countries in the Pacific Rim. Used briefly in the Purpose section, its greater purpose is to support the upcoming Method section as data for content analysis. It is one of two theoretical documents used for data analysis in this study.

This source is considered reliable because of its base in the University of Southern California and its affiliates.

University of California, Santa Cruz (2005). *Write a Literature Review.*

Retrieved on January 11, 2006 from

<http://library.ucsc.edu/ref/howto/literaturereview.html>

This source provides a useful and succinct method for undertaking a literature review for the study. Sourced from the University of California library, it provides adequate and easy to follow instructions on how to perform a literature review. The information is credible because it is carried by the University's library and is current as its last update is noted as November 2005.

The reference, although mentioned in the Brief Purpose, Full Purpose and Limitations, is an integral part of the upcoming Method Section as it is the strategy by which literature is searched out and reviewed.

CHAPTER 3 - Method

The primary research method used for this study is a literature review (University of California, 2005). According to this source, literature review is most often used as a method because it allows the “critical evaluation of each work” (p. 1, paragraph 1). The University of California outlines four stages for the literature review:

Stage 1 – Problem Formulation – this examines the topic/issue of the study and its component issues. In this study, the primary topic is how to plan e-government projects in developing countries. While a full project development lifecycle includes a series of iterative stages (select, plan, analyze, design, implement and maintain [Chidurala et. al., 2001]), emphasis in this study is on the planning phase only. Related topics of ICT’s and the creation of the Knowledge Society in developing countries are also examined and narrowed to the use of ICTs by e-governments designers to create Knowledge Societies.

Stage 2 – Literature Search – locating material relative to the chosen topic focus. Using the keywords identified during Stage 1, including Knowledge Society, Developing Countries and E-Government, the search engine ‘Google’ is initially searched. This search yields a variety of material which deals with both developing and developed countries. The majority of information found originates from international agencies such as the World Bank, UNESCO, United Nations, Commonwealth Telecommunications Organization and Information Society Commission. One of the better references is The E-Government Handbook for Developing Countries which is a project funded by the World Bank. Information which deals with developing countries is retained for use in the study only. Literature dealing with developed countries acts a secondary source of reference where necessary for useful citation to frame the study.

Another source is the University of Oregon's online library. A search is made of subject indexes under the following categories with their specific databases – Library Science, the Professional Development Collection and Economics, EconLit. Within these databases, the most relevant articles which can support the study are published by the peer reviewed Electronic Journal on Information Systems in Developing Countries. Articles are found which focus on how developing countries make use of ICTs. This proves to be a useful source because articles are aimed at developing countries only, which support the purpose of this study. Other articles found during the search of the subject indexes did not prove helpful as they did not deal with developing countries and were not available in full text online.

Another source which is examined is Trinidad and Tobago's plan for e-government, titled Fast Forward: Trinidad and Tobago's National ICT Strategy of 2003. This document, however, is too limited in scope to be used in this study because it focuses solely on developing a general ICT structure for Trinidad and Tobago to enable e-government and does not look at the critical practical and theoretical perspectives.

The search for materials for use in this study as a guide to research techniques yielded Leedy and Omrod (2001) and Lester and Lester (2005) which were already in the researcher's possession. A focused search was made for a reliable source from which to guide the literature review process for this study. Sources found were narrowed down to the University of California (2005).

Stage 3 – Data Evaluation – deciding on the most relevant literature to be used for the study.

Data is selected for this study first from respected international agencies such as the World Bank, United Nations and the Commonwealth Telecommunications Organization because they deal

specifically with e-government projects in developing countries and provide a multiple of case studies examples. Data are selected that address developing countries over developed countries and that include examination of two larger planning factors: transparency and accountability.

Stage 4 – Analysis and Interpretation – deciding how to best present the results and the outcome of the study. The data analysis strategy used in this study is the eight-step plan for conceptual Analysis, provided on the website of the Colorado State University Writing Lab (2006, <http://library.ucsc.edu/ref/howto/literaturereview.html#intro>).

A description of the plan to use this analysis strategy in this paper follows:

Step 1 – Decide the Level of Analysis

The level of analysis used to conduct the coding in this study is concepts, as these are defined by specific terms and phrases, for example e-government, developing country, accountability and transparency.

Step 2 – Decide How Many Concepts to Code For

For this study, a pre-defined set of concepts is used for the coding process. There are two concepts in this set which consist of two selected factors of e-government planning for developing countries: accountability and transparency.

Step 3 – Decide Whether to Code for Existence or Frequency of Concept

The existence of the two concepts mentioned is coded for this study.

Step 4 – Distinguishing Among Concepts

The two concepts are coded in their varying forms. Across the literature, common concepts are noted by authors using different terms and phrases. Careful contextual reading of the literature is required to determine when focus is on either accountability or transparency. Determination is made by comparison to established definitions for these concepts.

Step 5 - Develop Rules for Coding Texts

For each of the two concepts, a definition is used to delineate the exact meaning of the concept and ensure that the identification of the concept in the literature fits that meaning (see Definitions – Accountability and Transparency).

Step 6 – Action for “Irrelevant” Information

Irrelevant information is skipped over and is not used to re-examine the coding scheme. Only the two concepts are dealt with.

Step 7 – Code the Texts

Coding is conducted manually at first then is double checked against the literature. It is then transferred to a data processing system.

Stage 4 also addresses data interpretation. In this study, the results of the data analysis are presented in Step 8 of the conceptual analysis process.

The data collected from the analysis of selected cases and theoretical literature are categorized under the two concepts and reported in four separate appendices, using the basic template in

Figure 1 below. This Step forms the first part of the Data Presentation, i.e., presentation of the results of the conceptual analysis.

Figure 1 – Template for e-Government Success Factor Figures for Developing Countries: Accountability and Transparency

CODED CONCEPTS AND DEFINITION --This column defines the concepts of accountability or transparency by generic definition used for coding.	SOURCES -- This column lists either the theoretical source OR the case example.	EXAMPLE OF CONCEPT USED IN SOURCE -- This column enables the researcher to state the various approaches of the initial concept noted in the text.	DETAILS OF CONCEPT USED IN SOURCE

Then these four appendices are combined to form the final outcome of the study, a checklist, which frames the results in a way that is useful to designers of e-government projects in developing countries. The purpose of the checklist is to ensure that the e-government designers note and incorporate the major success factors, identified in the literature, in the planning stage, which address the areas of accountability and transparency. The checklist also describes the value of each success factor as it applies to its significance to the planning process. The checklist design is illustrated in Figure 2 below.

Figure 2 - A Checklist of Success Factors Related to Accountability and Transparency for Consideration by e-Government Designers When Planning Projects in Developing Countries

CODED CONCEPT	SUCCESS FACTOR -- Factors identified from case sources	PLANNING PROCESS CHECKLIST -- A general explanation of the Factor identified
Accountability/Transparency	Factors identified from case sources and theoretical sources	Factor Explanation
	Factor	Factor Explanation
	Factor	Factor Explanation
Accountability/Transparency	SUCCESS FACTORS FROM THEORETICAL DOCUMENTS	PLANNING PROCESS CHECKLIST
	Factor	Factor Explanation
	Factor	Factor Explanation

CHAPTER 4 – Analysis of Data

As stated in the Method Section, two concepts are coded for, accountability and transparency. The first step in the analysis of data involves the reading and studying of all the case studies. Each case is analyzed from each area of transparency or accountability. For the area of accountability, concepts from the study are analyzed as to the methods by which governments are accountable to stakeholders in their actions through e-government initiatives, or as Johnson (n.d., p. 2 paragraph 1) defines it, how governments “follow established rules defining acceptable processes and outcomes, and to demonstrate that they have followed those procedures”. For the area of transparency, concepts from the study are analyzed as to the methods by which governments are transparent to stakeholders; the “official business conducted in such a way that substantive and procedural information is available to, and broadly understandable by, people and groups in society, subject to reasonable limits protecting security and privacy” (Johnston, n.d., p. 2, paragraph 2).

The existence of these concepts is sought out and a great effort is made to distinguish between examples of transparency and examples of accountability. This is quite tricky as it is easy to confuse the two concepts, which are closely related in application. The definitions are consulted in each instance, when choosing concepts. Notes made on paper are transferred to a data processing system where they are fitted into the given template.

For the concept of accountability, the content analysis results from the case studies are noted in Appendix A: Accountability as a Success Factor in Planning e-Government Projects: Case Examples. The major factors noted in Appendix A include:

- Sharing of Information
- Set of Procedures
- Provision of Related Information
- Government Bodies which can take action
- Standards and Codes of Conduct
- Capture of Information

Appendix B presents the content analysis results for the concept of accountability from the theoretical documents, Appendix B: Accountability as a Success Factor in Planning e-Government Projects: Theoretical Statements. For the Appendix B, the following factors are yielded:

- Records Management System
- Benchmarking Practices
- Clear Vision of Accountability
- Government's Willingness to Share Information
- Willingness of Public Officials to Change Culture

Findings for the content analysis of the concept transparency, from the cases studies, are captured in Appendix C: Transparency as a Success Factor in Planning e-Government Projects: Case Examples; and from the theoretical documents, in Appendix D: Transparency as a Success Factor in Planning e-Government Projects: Theoretical Statements. The factors for Appendix C yielded the following:

- Redress for employees
- Access to Information by Key Stakeholders

- Provision of Information
- Legislative Support
- Compliance with Best Practices of International Donor Agencies
- Comparison of budgeted spending vs. actual spending
- Use of Ubiquitous Technology

The factors for Appendix D yielded the following:

- Stakeholder Interaction/Civic Engagement
- Stakeholder Trust
- Public Official as Role Models of Openness
- Open Information Sharing with Stakeholders
- Integrate Transparency into Process Reform
- Articulation of Clear Vision of Transparency
- Publicizing of Anti-Corruption Goals
- Performance Measurement

For the outcome, the four appendices are examined to find the common themes which can be used by e-government designers in planning projects with focus on the areas of accountability and transparency. The checklist is then created (see Appendix E). The Conclusion chapter of this paper includes a discussion of the checklist.

CHAPTER 5 – CONCLUSIONS

E-government designers from developed countries, who are hired to design projects for developing countries, may not always be equipped with the appropriate knowledge to plan successful e-government projects. While their common planning models may work well in developed countries, their lack of knowledge of the unique characteristics and needs of developing countries is a serious hindrance. Developing countries have special e-government needs in the areas of accountability and transparency. As noted earlier by Heeks (2004), with the transfer of knowledge of planning e-government projects from the context of a developed country to a developing country, there is “contextual collision” which leads to the failure of these types of projects (p. 10, paragraph 2-3). According to Heeks (2004), e-government designers need to be guided in addressing the planning of projects. With the advent of information communication technologies (ICTs), it is necessary for governments, especially in developing countries where the quality of life can be improved, to use the technology to improve governance practices (The Information for Development Program and & Center for Democracy and Technology 2002, p. 1, paragraph 3). E-government designers must focus project planning on the special needs of developing countries – most often initially in the areas of accountability and transparency (Chidurala et al, 2001).

The final outcome of the study is presented in Appendix E: Checklist of Accountability and Transparency Success Factors for Consideration by e-Government Designers When Planning Projects in Developing Countries. The results of the data analysis process, presented in each of the four Appendices (A to D), are compiled and consolidated to create the Checklist. In a few

instances where concepts are mentioned more than once, they are not duplicated in the checklist as the list explores a general explanation of the concept and does not provide details with examples, as in the first four appendices.

The Checklist comprises two sections. The first section lists six Accountability factors and the second section lists ten Transparency factors, for a total of sixteen success factors which e-government designers should consider when planning e-government projects in developing countries. Key factors are listed below.

Accountability

- Share Valuable Information with Stakeholders
- Create Government Bodies/Departments to support Government Activities
- Adopt Best Practices enforced by International Donor Agencies
- Implement a good Record Management System
- Have a Clear Vision of Accountability
- Willingness of Public Sector Officials to Change Culture

Transparency

- Allowance of Redress by Stakeholders
- Access to Information by Key Stakeholders
- Use of Ubiquitous Technology
- Compliance with the Best Practices of International Donor Agencies
- Legislative Support
- Stakeholder and Civic Interaction/Public Participation and Trust
- Public Officials as Exemplars of Openness
- Integration into Process Reform

- Articulate a Clear Vision for Transparency
- Measure Performance

These factors represent key areas of focus for e-government designers when addressing the two areas of accountability and transparency during project planning. From research conducted on the selected cases and theoretical statements, it is clear to conclude that there are many more success factors available for a government to ensure transparency than accountability. This however does not reduce the importance of government accountability as opposed to transparency. It is established that each area is significant because absence of attention to these factors can hinder good governance in developing countries. As Johnston (n.d.) states, good governance produces government that is “legitimate, effective, and widely supported by citizens, as well as a civil society that is strong, open, and capable of playing a positive role in politics and government” (p. 1, paragraph 1).

It is the hope of this researcher that the Checklist will serve to provide adequate information for e-government designers in planning projects for developing countries to prevent project failure, avoid failure of the projects, the waste of valuable time and money, and thus help to promote success e-government project planning.

APPENDIX A

**Accountability as a Success Factor in Planning
e-Government Projects: Case Examples**

CODED CONCEPTS AND DEFINITION	SOURCES	EXAMPLE OF CONCEPT USED IN SOURCE	DETAILS OF CONCEPT AS USED IN SOURCE
<p><i>Accountability</i> –</p> <p>Procedures requiring officials and those who seek to influence them to follow established rules defining acceptable processes and outcomes, and to demonstrate that they have followed those procedures.</p> <p>(Johnson, n.d., p. 2 paragraph 4)</p>	<p>SIGIPES & Aquarium: More Transparent Handling of Personnel Files in Cameroon.</p> <p>Tazo, O.K. (2003). <i>SIGIPES & Aquarium: More Transparency Handling of Personnel Files in Cameroon.</i> Retrieved on January 9, 2006, from http://www.e-devexchange.org/eGov/sigipes.htm#title</p>	<p>Sharing of information on employees regarding entry into the public service.</p> <p>Provision of set of procedures.</p>	<p>Computer access, as part of the Aquarium Project, using physical space to provide employees with the facility to check the status of their applications to the public service.</p> <p>The Administrative Procedures Handbook is a guide to official definitions and government procedures with the goal to ensure that there is no deviation to the procedures.</p>
	<p>E-licitatie – Transparency of Romanian Public Procurement Through ICT's.</p> <p>Ailioaie, S. (2003). <i>E-licitatie: Transparency of Romanian Public Procurement.</i> Retrieved on January 9, 2006, from http://www.e-devexchange.org/eGov/elicatie.htm#title</p>	<p>Provision of Project Related information.</p>	<p>The e-procurement system, E-licitatie, in addition to automating procurement auctions also provides information on related information such as public spending, rules/procedures for procurement,</p>

		<p>Government bodies which can take action against irregularities (2 examples)</p>	<p>participants in the procurement process and winners of contracts</p> <ol style="list-style-type: none"> 1. The existence of a Special Economic Crime Task Force which acts for the government by investigating any irregularities or suspected cases of corruption. 2. National Prosecutor's Office for Corruption Allegations which is authorized to investigate and if necessary dismiss public officials suspected of corruption.
	<p>Make Tendering More Transparent in India.</p> <p>Chrisna, V., Chaundhuri, U. & Metha, T. (2003). <i>Making Tendering More Transparent in India</i>. Retrieved on January 9, 2006, from http://www.e-devexchange.org/eGov/indiatender.htm#title</p>	<p>Best Practices, Standards and Codes of Conduct enforced by international donor agencies.</p> <p>Capture of information in database.</p>	<p>The Asian Development Bank and the World Bank provide standards and conduct codes for the National and International Competitive Bidding which must be compliant with World Bank Standards.</p> <p>All information relating to budgeted and actual funds spent and detailed audit</p>

			<p>trails allows all Ministries, Ministry officials and senior officials to have a clear idea how well budgets are adhered to.</p>
	<p>Text 2920/117: Reporting Police Wrongdoing via SMS (short-messaging system) in the Philippines.</p> <p>Alampay, E. (2003). <i>Text 2920/117: Reporting Police Wrongdoing via SMS in the Philippines</i>. Retrieved on January 9, 2006, from http://www.e-devexchange.org/eGov/text2920.htm#title</p>	<p>No examples of Accountability</p>	<p>---</p>

APPENDIX B

**Accountability as a Success Factor in Planning
e-Government Projects: Theoretical Statements**

CODED CONCEPTS AND DEFINITION	SOURCES	EXAMPLE OF CONCEPT USED IN SOURCE	DETAILS OF CONCEPT USED IN SOURCE
<p><i>Accountability</i> –</p> <p>Procedures requiring officials and those who seek to influence them to follow established rules defining acceptable processes and outcomes, and to demonstrate that they have followed those procedures.</p> <p>(Johnson, n.d., p. 2 paragraph 4)</p>	<p>The E-Government Handbook for Developing Countries.</p> <p>The Information for Development Program and Center for Democracy and Technology (2002). <i>The E-Government Handbook for Developing Countries</i>. Retrieved on December 31, 2005, from http://www.cdt.org/egov/handbook/2002-11-14egovhandbook.pdf</p>	<p>Records Management Systems (computerized)</p> <p>Benchmarking Practices</p>	<p>Having this type of system ensures that accurate, official records are kept of e-government projects and that governments are accountable for all undertakings.</p> <p>By benchmarking projects, governments can measure their performance and effectiveness for example creating measurable goals and conducting regular audits</p>
	<p>Roadmap for E-Government in the Developing World.</p> <p>The Working Group on E-Government in the Developing World. (2002). <i>Roadmap for E-Government in the Developing World: Ten Questions E-Government Leaders Should Ask Themselves</i>. Pacific Council on International Policy. Retrieved on January 10, 2006, from</p>	<p>A clear vision to create a more accountable government</p> <p>Government's willingness to share information with the public</p>	<p>Having a clear vision enables the government to have accountability as its main objective in all its e-government plans.</p> <p>Government must be willing to share information with the public and seek out ways to</p>

	<p>http://www.pacificcouncil.org/pdfs/e-gov.paper.f.pdf</p>	<p>Willingness of public officials to change culture</p>	<p>do so. Public officials need to be willing to change and be accountable for their actions.</p>
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	<p>Public Procurement Through ICT's.</p> <p>Ailioaie, S. (2003). <i>E-licitatie: Transparency of Romanian Public Procurement</i>. Retrieved on January 9, 2006, from http://www.e-devexchange.org/eGov/elicatie.htm#title</p>	<p>Legislative Support</p>	<p>information includes public funds spent, procedures used for procurement, all participants and the winners of contracts.</p> <p>Article 2 of Government Order no. 2 from 24/01/2002 lends support to more transparency by making information available to all interested parties through the 'transparency principle'.</p>
	<p><u>INDIA:</u></p> <p>Making Tendering More Transparent in India.</p> <p>Chrishna, V., Chaundhuri, U. & Meththa, T. (2003). <i>Making Tendering More Transparent in India</i>. Retrieved on January 9, 2006, from http://www.e-devexchange.org/eGov/indiatender.htm#title</p>	<p>Compliance with International Donor Agencies Best Practices and Standards</p> <p>Comparison of budgeted spending vs. actual spending</p>	<p>India is mandated by the Standards/Procedures of the International Donor Agencies to provide information to stakeholders.</p> <p>Capturing of all budgeted vs. actual spending procurement information online for the viewing.</p>
	<p><u>PHILLIPINES:</u></p> <p>Reporting Police Wrongdoing via SMS (short-messaging system) in the Philippines.</p> <p>Alampay, E. (2003). <i>Text 2920/117: Reporting Police Wrongdoing via</i></p>	<p>Use of ubiquitous technology to support initiatives</p>	<p>The use of a ubiquitous technology which most citizens own to realize the e-government initiative, giving all citizens a fair chance of participating.</p>

	<p><i>SMS in the Philippines.</i> Retrieved on January 9, 2006, from http://www.e- devexchange.org/eGov/ text2920.htm#title</p>		
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APPENDIX D

Transparency as a Success Factor in Planning e-Government Projects: Theoretical Statements

CODED CONCEPTS AND DEFINITION -	SOURCE	EXAMPLE OF CONCEPT USED IN SOURCE –	DETAILS OF CONCEPT USED IN SOURCE
<p>Transparency</p> <p>“Official business conducted in such a way that substantive and procedural information is available to, and broadly understandable by, people and groups in society, subject to reasonable limits protecting security and privacy.” (Johnston, n.d., p. 2, paragraph 3).</p>	<p>The E-Government Handbook for Developing Countries.</p> <p>The Information for Development Program and Center for Democracy and Technology (2002). <i>The E-Government Handbook for Developing Countries</i>. Retrieved on December 31, 2005, from http://www.cdt.org/egov/handbook/2002-11-14egovhandbook.pdf</p>	<p>Encouragement of Stakeholder Interaction/Civic Engagement</p> <p>Building of Trust and common understanding among all stakeholders – privacy and security</p> <p>Public officials setting examples of openness</p> <p>Ability to track status of applications etc online.</p>	<p>Government must be able to engage and encourage the interaction of the citizenry in e-government project design and communicate the benefits of the project to the citizenry.</p> <p>In order for transparency to work, stakeholders must trust the government. This concept of trust is necessary for the exchange of information between government and stakeholder.</p> <p>Encouraging public officials to be open in their doings by posting government rules and regulations relating to government services.</p> <p>Stakeholders should be able to obtain information on</p>

		<p>Open Information Sharing with Public and Private Stakeholders</p> <p>Integrate transparency and process reform</p>	<p>queries or applications online.</p> <p>Providing information on all agreements ensuring equitability of knowledge by all parties.</p> <p>When introducing transparency, introduce it in a way where it becomes part of the overall change of the government.</p>
	<p>Roadmap for E-Government in the Developing World.</p> <p>The Working Group on E-Government in the Developing World. (2002). <i>Roadmap for E-Government in the Developing World: Ten Questions E-Government Leaders Should Ask Themselves</i>. Pacific Council on International Policy. Retrieved on January 10, 2006, from http://www.pacificcouncil.org/pdfs/e-gov.paper.f.pdf</p>	<p>Have a clear vision of transparency as a goal which is shared among stakeholders.</p> <p>Publicize Anti-Corruption Goals</p> <p>Seek buy-in from stakeholders</p> <p>Measure performance - set benchmarks</p> <p>Public Participation</p>	<p>Articulate a clear vision to all stakeholders that transparency is a major goal of the e-government project.</p> <p>As a support to the vision on transparency, publicize these goals to ensure that all stakeholders understand the message.</p> <p>Seek to involve and communicate the goal of transparency to all stakeholders.</p> <p>Measure performance and compare planned performance/ results against actual.</p> <p>Involving public</p>

			participation encourages interactive dialogue and transparency between the public and the government.
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APPENDIX E

Checklist of Accountability and Transparency Success Factors for Consideration by e-Government Designers When Planning Projects in Developing Countries

CONCEPT	SUCCESS FACTORS FROM CASES	PLANNING PROCESS CHECKLIST
ACCOUNTABILITY	1. Share Valuable Information with Stakeholders	<ul style="list-style-type: none"> ✓ Provide the information which stakeholders want and need through appropriate media/technology. ✓ Provide all Procedures and Policies for accessing government services so that all stakeholders are fully aware of rights and privileges.
	2. Create Government Bodies/Departments to support Government Activities	<ul style="list-style-type: none"> ✓ Establish government bodies which can fairly adjudicate on behalf of stakeholders if redress is necessary.
	3. Adopt Best Practices enforced by International Donor Agencies	<ul style="list-style-type: none"> ✓ International donor agencies stipulate the adherence to best practices and procedures when undertaking e-government projects. Seeking their assistance ensures that governments will be accountable.
ACCOUNTABILITY	SUCCESS FACTORS FROM THEORETICAL DOCUMENTS	PLANNING PROCESS CHECKLIST
	4. Implement a good Records Management System	<ul style="list-style-type: none"> ✓ Ensures that adequate records are kept of procedures and transactions which can be advised later if necessary.
	5. Clear Vision to be Accountable	<ul style="list-style-type: none"> ✓ Governments must desire accountability as the driving force behind their e-government project.
	6. Willingness of public sector workers/officials to change culture	<ul style="list-style-type: none"> ✓ Government workers must be willing to support accountability by changing the way they do things.

TRANSPARENCY	SUCCESS FACTORS FROM CASES	PLANNING PROCESS CHECKLIST
	1. Allowance of Redress by Employees	✓ Having mechanisms in place to allow redress by stakeholders when required.
	2. Access to Information by Key Stakeholders.	✓ Ensure that all stakeholders can access the information that they need.
	3. Use of Ubiquitous Technology	✓ Use technology which is already in the possession of the stakeholders. No additional technical infrastructure would be necessary and hence no additional costs.
	4. Compliance with the Best Practice of International Donor Agencies	✓ International Donor Agencies mandate that governments provide information to its stakeholders.
	5. Legislative Support	✓ Pass legislation which supports government Accountability.
TRANSPARENCY	SUCCESS FACTORS FROM THEORETICAL DOCUMENTS	PLANNING PROCESS CHECKLIST
	6. Stakeholder and Civic Interaction/Public Participation and Trust	<ul style="list-style-type: none"> ✓ Consult citizens as to their needs and inform them of the goals of the e-government project. Awareness will make it easier to influence and encourage use of services. ✓ Building of trust through open and honest communication between stakeholders and government.
	7. Public Officials as Exemplars of Openness	✓ Public Officials to set examples of openness by sharing rules and procedures in performing their work.
	8. Integration into Process Reform	✓ Integrate the e-government project into a general change in culture of the public sector and stakeholder expectations of the public sector.
	9. Articulate a clear vision for Transparency	✓ Make transparency the objective of the e-government project and allow planning to be guided by such.
	10. Measure Performance	✓ Measure planned against actual performance to be aware of the success or failure of attempts at transparency.

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