



# **EVALUATION OF LOG\_IN AFRICA PROJECT**

## **ICTs AND E\_LOCAL GOVERNANCE**

(Taking Stock of Project Performance)

**Dr. Karen Odhiambo**

[karenodhiambo1@yahoo.co.uk](mailto:karenodhiambo1@yahoo.co.uk)

(Measurement and Evaluation in Social Development)

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## PREAMBLE

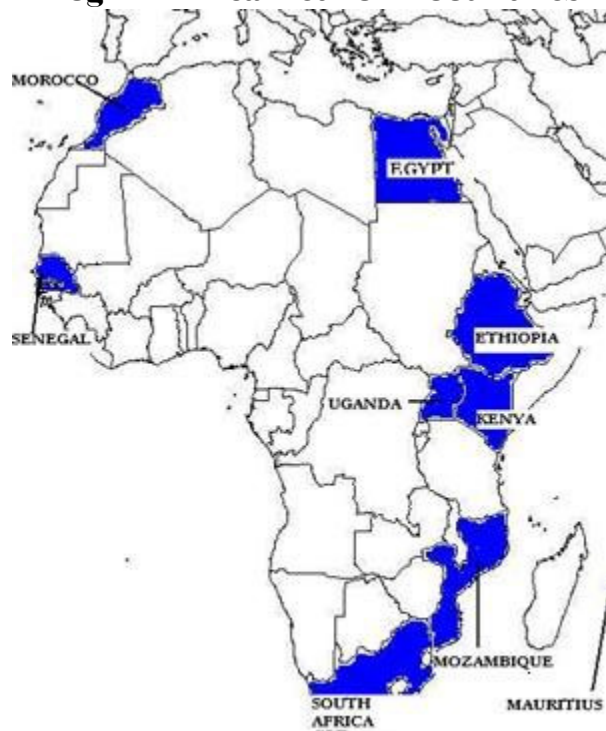
Over the years many countries have taken advantage of the opportunities arising from ICT within a policy framework as part of overall national development plan. This arises from the realization that ICT can enhance e\_governance at local levels thus increasing local participation and provision of information for policy development and service delivery on economic, political and social components. There is need for a *dependable information system* that is essential for *efficient management* and operation of the public sector. Due to the shortage of locally generated information needed for efficient performance of these sectors, ICT has been looked at as supplementary to generating such needed information.

Log-In Africa is an emergent Pan-African network of researchers and research institutions, a project that

was initiated to assess the current state and outcomes of e-local governance initiatives in Africa and in particular how ICTs are being used to realize good local governance. Log-In Africa projects are found in nine countries namely Egypt, Ethiopia, Kenya, Mauritius, Morocco, Mozambique, Senegal, South Africa and Uganda.

The purpose of the evaluation was to take stock of the performance of the project delivery of the outputs in the master work plan in line with the monitoring and evaluation requirements of the project. The overall purpose of the evaluation was to assess project *implementation* and *delivery* and how successful it was in enhancing *good e\_local governance* in Africa.

### MAP OF AFRICA Log-In Africa Network Countries



## **EXECUTIVE SUMMARY**

The purpose of the evaluation was to take stock of performance of the Log-In Africa projection in delivering project objectives. ICT and e\_local governance has evolved with useful information to guide the process. It is however faced with challenges that may slow down or even stagnate e\_governance applications in Africa. Best practice approaches however gives hope to the extent that e\_local governance can be a reality in the future even if not at the moment. The challenges facing the network in accomplishing its activities and its governance does not reveal inadequacy but that the network has evolved and needs to extend its operations and functions beyond the boundaries set out in phase-I. The following is a summary of the results of evaluation carried out. These will be addressed to incorporate:

- a) **The elements of evaluation task**
- b) **Delivery of objectives of Log-In Africa set out in the project**

### **❖ Response Summary : Specifics of the Evaluation Task**

**The extent to which the evaluation design was effective in facilitating quality delivery of project objectives: (*Theoretical framework and a methodology of measure*)**

The model for the project design set out by LOG-IN Africa was adequate in guiding the process. However issues related to quality control and network governance paused a challenge. As a result, shared responsibility that leads to cooperation, interaction and open decision making process was difficult to attain. This was partly due to the nature of the network in that the distances created across countries made close engagement difficult. On the other hand, the network may have evolved to a point that it required restructuring to carry out it's task for optimum gain. Consider policy influence applications and knowledge building. These require a peer review process and a strategy to infuse the knowledge arising to inform policy. This knowledge must however be profiled within a frame that creates references of key elements of governance and elements of e\_services, e\_citizen, e\_society and impact through local social economic development(LSD). The fact that M&E mechanism that would ensure articulation of these elements was not implemented by all pause a problem in nature of knowledge produced. It was thus difficult to compare or to drive the process towards accomplishing an integrated whole more systematically across the country projects. This has implications in that the methodological success relied on it's effective application. A methodology that was also desirable was quality control measures. Much as there was a methodology in place it was difficult to apply due to the location of the projects and the fact that the researchers came together few times and mainly in open forums. There is need to review the methodology in place and to ensure if it is appropriate to the needs of such a network where '*Research and Development*' process is an important integral part of the knowledge building process. Further there is need to revise the terms and adherence to the set regulations more so accountability and quality control measures. The theoretical frame of country projects need to have a strategy for policy engagement that include community level engagement. This should be mandated and their application ensured.

### **Assessment of the performance of participating institutions in delivering project outputs:**

#### Knowledge building and management : R&D Process

The researches carried out resulted in enormous information on ICT and e\_Local Governance. In order to ensure that this knowledge could be accessed, understood and presented in a manner that ensures ease and use, there was need to built information systems at all levels of local governance. This was a major challenge. One way of accomplishing this was to ensure that the methodology put forward in the project was adhered to by all. Issues of RBM are explored at length in the report. Besides ensuring that the RBM components were articulated, RBM also helped to guide the work desired and to track performance. It also helps in knowledge building process a key function of the network activities. As it is it's application was a problem. It has been stated that it was not applied by all countries. Even where it was applied, it proved to be cumbersome resulted in a lot of work categorizing and synthesizing the information arising. Accountability was more a

regulated process whereby this relied on scheduled reports on the researches. There was need for more site visits and a strategy for performance tracking on site. There was need to review the RBM process in place and also to build capacity on the process. Capacity building should include various components and processes of concern in the methodology. One such area should be RBM process and 'knowledge management systems' that lead to 'information systems' that embrace the domains for Log-In Africa.

#### Multi-Dimensional aspects of ICT and e\_local government:

What was arising here was established to determine output resulting in multi-dimensional aspects of e\_local governance. Causal relationship between ICTs and innovation in local governance for socio-economic development was still little understood. This was true much as the researches did not address this component directly. There is need for researches that looks into ICTs and this component. There is further need to focus the researches on service delivery of state led changes and how ICTs impacts on peoples lives. The current focus is more on IT infrastructure application within government business process. The projects need to extend this further towards innovations that will help increase possibilities of all citizens to participate and engage in the countries development through e\_governance. It is only through this kind of approach will the real extent of impact arising from ICTs and e\_local governance will be understood. Also this would enable impact needs to be identified and documented. This calls for a review of how researches are conceptualized and managed through a results based approach. There is also need for case studies and empirical researches carried out in e\_local governance to determine the causal relationships that arise. Consider dogmatic areas that have characterized e\_local governance in Africa that was established by the researches and the general literature. Consider lack of resources and IT infrastructure that is inefficient. There was also resistance to change.

Interviews with those in policy more so those at local government did show appreciation of the process and the difference this had made to their work and that of service to the public at individual project levels. More business transactions were in place, and more people coming and requesting for services where the projects were initiated. However, the coverage was small. This was compounded by challenges of access to the services by members of the community, and the challenges of technology regarding IT. Issues of costs seemed to dominate as well as quality technology resulting in systems that were not in keeping with efficiency and effectiveness of the infrastructure for e\_local governance. There were also issues regarding governments whereby the government was not always ready to take the lead in championing ICT and e\_governance. Even where government was ready it took time to do so. As a result it was not given priority it deserved. This resulted in internal problems in government, a common one being resistance towards change regarding ICT applications. There was need for multi-discipline approach to policy interventions. Linear dimensions are not appropriate any longer. In Africa reaching the majority who deserve the services, majority of whom have no access to IT or literacy on ICT is a challenge. Log-In Africa needs to think of innovative initiatives beyond individual level country projects.

#### **Assess the extent to which there has been policy and practice influence as a result of the ICT and governance approach:**

In order to determine this component, the evaluator first determined if the network activities were effective in articulating the multi-dimensions effects of ICTs beyond what arose from the general literature on e\_local governance. The task for the network was to produce this knowledge that would be transformed for use to influence policy. The challenges arising were related to a number of things. One of them was that the policy component has not been developed appropriately to incorporate an integrated approach to ensure impact on practice. Impact here is defined as that which results in better livelihood for the majority regarding the interplay between project design, activities and policy implications of the multi-dimensions of e\_local governance arising. The design issues have been raised as well as the M&E component that is important in ensuring reference points of knowledge desired across various principles and elements. Knowledge acquired is

what is used to guide practice. If ICT and e\_local governance is to have an effect on citizens livelihood and development it must transform policy. The nature in which the researches were conceptualized did not always have a mechanism for policy influence and social development link thus rendering the process of policy influence unattainable. This made it difficult to address the hypothesis based on the link between ICTs and social development. However, those who did attempt to do this had a difficult time as e\_local governance is yet to become a priority in most countries. The process is appreciated and there has been change of attitude towards e\_local governance arising from the projects. Because not all components were addressed by the researches, knowledge that arose was more on government business approach but not on the effects of ICTs' on citizens livelihoods and ability to influence government development policies. There is need to ensure researches extend their mandate to this level as this is the component that ensures impact. There is also need to embrace the Pan-African view beyond country projects.

### ❖ **Response regarding LOG-In Africa Project objectives**

*Establish an open pan-African research network; a common framework and a methodology of measure\_discussed earlier in design staage; dissemination of outputs and outcome; governance and administration of Log-In Africa Network:*

A Pan-Africa network, Log-In Africa network was established. Most of these elements were met. The project proposal document was comprehensive in the manner in which it articulated the intent and methodology of the network. The evaluator found the network appropriate regarding it's role to facilitate the process of 'Research and Development'. However there was need to mandate the processes and procedures put in place to ensure a functioning network. There was need to create more dynamism so that the network governance ensured shared responsibility amongst the researchers that would be adaptable and responsive to internal and external forces and that entailed engagement and shared processes. The process should have quality control measures beyond mid-term evaluations in-build. The problem arising is that much as these were incorporated in the design, they were not mandated and so not appropriately applied. As to how well the network team had done regarding building a coalition of activities, there is need for more multi-level engagements other than linear relations. However the evaluator is of the opinion that these factors may not necessarily be ineffectiveness but that the network has outgrown it's original function and so should be reviewed as Log-In Africa enters phase-II. As to whether the administration in place was facilitating or deterring, there was need to review the original management structure with the view of removing overlaps and processes that created redundancies. One such issue was the roles at various levels, for example, CAFRAD, CAFRAD Administrator, IDRC, Log-In Africa country level, and team leader. There were elements of overload regarding 'Team Leader Coordination' and 'Research Network Administrator' that need to be reviewed and streamlined to ensure flow of funds, activities and their operations without interruption and delays.

In terms of dissemination, it was possible to access the internet and get information on Log-In Africa. There was also a website. There have also been publications in renowned journals. However the evaluator recommends publications that address Pan Africa View as well and not only country level researches.

## ❖ RECCOMENDATIONS

These were synthesized into the following themes:

### **Project Design:**

- It is recommended that projects be integrated within a methodology that ensures a common frame of understanding that leads to an acceptable Pan-Africa view. This should be reviewed for its suitability, mandated and implemented. There was a common methodological framework. What was wrong with it? How we can improve this in a second phase should be the focus of the recommendation.

### **Project Management and Governance:**

- Quality assurance and an accountability process based on an RBM frame should be mainstreamed to ensure knowledge frames are articulated and the process and project activities tracked.
- There is need to revitalize and in-build a robust governance system to facilitate the network research and development process with shared responsibility that is adaptable, responsive, and facilitated to meet the need.

### **Network Performance: Process Towards the 'Road Map':**

- The process of collating country level researches should be explicit in determining relationships between ICTs and emerging practices that leads to a common understanding and shared concepts and language of e\_local governance. There was an elaborate process where researchers interacted electronically to create a Road Map from the findings based on an agreed road map framework. You needed to interrogate this process and make an appropriate recommendation
- There is need to ensure an RBM frame that will illuminate the principles and elements of e\_local governance to ensure knowledge forms that are harmonious across all researches to allow for systematic manner of creating knowledge and ease of comparison.

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## 1.0 INTRODUCTION

### 1.1 Background of Project

#### 1.1.1 Impetus for Log-in Africa Project : Evaluator Perspective

In order to stay focused on the task, the following is provided as the impetus for the LOG-IN Africa agenda.

“.....Contexts and institutional frameworks within African countries are changing rapidly and reforms have been introduced by stakeholders, government included to reap the benefits through improved infrastructure, increased applications and better accessibility and affordability of ICT equipment and services. However it is recognised that there is need to develop capacity, strategies, and mechanisms necessary to take full advantage of the opportunities offered by ICTs especially at the local level. The context being addressed is enhancement of delivery of public service to all citizens with the view of improving the performance of governance systems at all levels, as well as increasing the democratic governance framework of the society at large....’that the challenge in Africa is in achieving revised organizational structures and skills; degree of decentralisation of decision making; new forms of leadership, transformation towards public private partnership; effective involvement of stakeholders’..... that more often than not local governance is generally given little attention within national e\_governance policies and strategies.....”

“.....E\_Governance then becomes an application of ICT within public administration with a view of optimizing its internal and external functions. It provides governments with a set of tools to help transform the way in which interactions take place, services are rendered, knowledge is utilized, policy is developed and implemented, citizens participate in governance, and public administration reform and good governance goals are met. Key application recognized by Ndou (2004) and adopted by LOG-In Africa guidelines in their project document are e\_administration, e\_Citizen , e\_Services and e\_Society.....”

#### **Perspectives that arise:**

These have been coined within four categories of e-local governance characteristics, that is, network processes, outcomes and changes desired, and assumptions that arise <<these do not match the characteristics outlined below>> . These are outlined below:

#### **E\_local governance and development perspective:**

- Delivery of public services for the purpose of development that ensures quality livelihoods for all
- Ensuring better governance systems and operations at all levels of government and community
- Increasing demographic governance of society by ensuring all stakeholders participate in societal development

#### **Network processes perspective:**

LOG-In Africa has opened a debate on e\_local governance in Africa. Examples in the literature show that Africa is developing through network activities but with many challenges arising regarding ICT and E-local governance. The *general focus* of e\_local governance programmes which result from network activities is expected to accomplish certain tasks some of which are:

- to improve channels and levels of communication between *community* and *governments*



- to draw challenges from local perspectives creating a *feedback loop* in the shaping of the projects
- to look into the challenges and mutually identify ways to improve *social* and *economic* possibilities
- to determine the stage at which *expert knowledge* can be applied
- to identify reasons as to *why* and *when* effective community participation creates success towards better livelihoods

The argument is that, community participation through ICT approach to governance is more often than not, key to the success of development projects.

**Expected outcome result in a consolidated effort that results in:**

- Provision of a *broad frame* within which the process leads to *coordinated and integration* to wards e\_local governance *knowledge creation and knowledge integration*
- Provision of activities of individual country researches
- Ensuring effectiveness in accomplishment of the task set out in the project that should ?? to an agreed upon '*whole*' other than '*disintegrated*' themes of multidimensional elements of e\_local governance

**Assumptions that arise relate to the fact that:**

- Appropriate policies can influence good local governance and that the use of ICTs can greatly enhance this influence
- Causal relationship between ICTs and innovation in local governance for socio-economic development is little understood
- Extent of impact arising from ICT innovations need to be better understood
- Factors inhibiting impact need to be identified and put into perspective
- Most e\_local governance assumptions made across the literature are yet to be proved in terms of how they influence development regarding better livelihoods

### **1.1.2 Purpose of the Log-In Africa Project**

The aim of the project was to determine how ICTs contributed towards realizing good local governance at four levels: the *internal organizational process* of local governments, provision of information and *service delivery*, promotion of principles of *good governance and public participation* and consultation.

The specific objectives of the log\_in project were:

- To establish an open Pan-African *research network* based on key partner institutions, to support research, training and implementation of activities in the area of ICTs for local governance
- To define a *common framework* and an accepted *methodology* of measurement
- To assess the *multi-dimension effects of ICTs* on local governance in Africa
- To develop *guidelines for e-Local Governance projects* in Africa in support of the successful local implementation of ICTs for local governance
- To increase awareness and reinforce *institutional capacity in ICTs* for local governance in Africa
- To widely *disseminate research results* in order to influence policies, inform practice and add to the knowledge base in the area of e-Local Governance

## CHAPTER TWO

### 2.0 EVALUATION METHODOLOGY

#### 2.1 The Focus Of The Evaluation

The summative evaluation was a requirement of the Log-Africa project. The intent of the evaluation was to take stock of the performance of the project in delivering outputs as prescribed in the master work plan in line with standard monitoring and evaluation principles. The overall objective of the evaluation was to assess the project *implementation* and *delivery* of the goals and objectives of the Log-In Africa network.

##### Specifics of the evaluation:

- To evaluate the project *design* and determine the extent to which it was effective in facilitating quality delivery of project objectives
- To assess the *performance of participating institutions* in delivering project outputs
- To assess the extent to which there has been *policy and practice influence* as a result of the ICT and governance approach
- To compile *lessons learned*
- To draw attention to any other *significant issues and concerns* of relevance to the life cycle of the project.

#### 2.2 Processes and procedures for the evaluation

The approach taken here was one that was thought most appropriate regarding the design of the project framework. The concern was on network operations in meeting the project objectives. Governance is a broad and complicated concept. It was therefore difficult to find agreed upon indicators on governance more so e-local governance impact based on multi-dimensional elements. It is stated in the literature that there is generally no agreed upon and accepted methodology for quantifying governance indices more so within an ICT frame. The procedures applied here have been guided by the intent of the project in terms of the guidelines set out, network governance and the goals for e-local governance. The intention of the evaluation was to determine the logic of the approach taken and how best this fitted the task that spanned across the project(s) chain of events and activities. This was a processes? that include attainments, vision, opportunities for productivity arising, and evidence available to reflect impact. The impact being the extent to which ICT communication design had the qualities to improve public sphere and how it ensured that citizen voices were factored into development(refer to previous write up – which write up? Remember this is the only report the reader has). There was also need to assess how ICTs' contributed towards helping government institutions demonstrate the power of ICT principles related to the processes and structures desirable in promoting good and accountable governance and how these worked? together to influence policy.

In order to establish the inter-linkages and dimensions, and due to the nature of social change process within such networks, there was need for a longer term engagement. The time provided for this evaluation was about six-weeks. The evaluation could not carry out in-depth engagement that would be desirable to establish the causal relationships arising. As a result, the evaluator assessed the situation as it was in it's current state in terms of *what is*, *what could*, and *what should* have been. The evaluator utilized existing data as long as it provided close approximation of the concept of interest. As a result, mid-term reviews and assessment reports were

considered as data sources. These were analysed and cross checked with interviews and onsite observations to the best of the evaluators knowledge. Onsite observations approach provided on-the-spot observations of the Log-Africa project within countries. Three countries were visited. These were Kenya, Morocco, and Mauritius. This was in response to the nature of the attributes of study that do not readily lend themselves to one type of data. Thus the evaluation lent itself to both qualitative and quantitative data approaches.

The project objectives calls for assessment of multi-dimensional effects of ICTs and how the results were disseminated, how these influenced policy and informed practice, and how IT as well as ICT resulted in added knowledge base on e\_local governance in Africa. It was expected that knowledge arising from the network activities would go beyond what arose from the general literature presenting several fronts on e\_local governance. This was important. The task of the evaluator here was not to illuminate the diversities arising but the sum of parts, thus **knowledge building**. Priority setting was thus important. **The evaluator did not try to be exhaustive due to time element. This is important to note. As a result collating the outcome of the researches and reports was to get a perception of what was arising from network activities and if there was systematic approach to network processes in order to establish challenges and good practices arising in an attempt to arrive at the final product, the 'Road Map'. The process towards accomplishing this was of more concern. Again I am not sure whether you looked at the process for generating the roadmap. It started in mid-term when a framework for generating the roadmap was discussed and agreed. It was followed by more than a 2-month electronic discussion of the various elements of the roadmap. It helps to state the source of the concern given the facts so that it is more helpful. As a result the outcome regarding multi-dimensions aspects of ICT needed more consultations and deliberations with country researchers and the team leader for it to be comprehensive.**<sup>1</sup>**The evaluator would like to make this clear at the outset.** The procedure taken would also allow the evaluator to determine if the immense literature arising from LOG-IN Africa network activities was a reflection of the multi-dimensional aspects of e\_local governance in Africa being sort and what was unique to Africa regarding e-local governance beyond the regular literature appearing in the public domain. By analyzing this the evaluator was able to review the literature arising on multi-dimensions of ICT and e\_local governance and to help determine if the design and implementation process of the network as conceptualized was the best for the task.

In later discussions the issue of knowledge construction and development is raised whereby not all researchers followed the laid down procedure for M&E approach resulting in various principles of governance and e\_governance as well as e\_governance application within public administration such as e\_administration, e\_Citizen , e\_Services and e\_Society were not systematically addressed or comprehensively addressed. This resulted in a challenge in that knowledge was not easy to segregate with ease and to compare across countries. If this process was adequately followed, there would have been no need to derive the knowledge as has been done in the evaluation. Instead the knowledge from the network process would have been simply compared to see the extent to which the process resulted in and was reflective of the multi-dimensional aspects of e\_local governance in Africa being sort. Remember that different countries chose to focus on limited scope of e\_administration, e\_Citizen, e\_Services and e\_Society. It was impossible for each country to focus on all aspects.

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<sup>1</sup> It has been proposed by the evaluator, a proposal that was also made at the conference held in Egypt-Cairo on Log-In Africa in 2008 that there is need to carry out this task at the start of the next phase-II with a view of a shared experience and that will also lead to learning. Capacity building was an important part of the network process.

Similarly, it was impossible for countries to address all characteristics of good governance. This was clear from the LOG-IN meeting held in Uganda in Nov. 2006

## **CHAPTER THREE**

### **EVALUATION RESULTS and DISCUSSIONS**

In this section, the evaluator will address the performance of the project in delivering outputs of the Log-In Africa project. The focus will be on implementation and the delivery of project goals and objectives within the laid down methodology. This will include project design and its effectiveness, performance of participating institutions, network governance and policy and practice. The extent to which the objectives set out in ?for the project have been met was explored.

#### **3.1 Establishment of Pan-African Research Network**

##### **3.1.1 Project Design and its Effectiveness**

###### **Overall Analysis:**

The theoretical framework set out for the Log-In Africa project was sufficient and comparable to standards and approaches desirable for networks of this nature. It had a logical link from the policy level and with the community level creating that are desirable in creating e\_governance applications within public administration such as e\_administration, e\_Citizen , e\_Services and e\_Society elements whereby individual participation and engagement would be ensured. The process was entrenched within a systematic research methodology approach that is embedded within a measurement frame that would ensure multi-dimension aspects of the e\_local governance could be explored. The model if applied as designed would results? in a policy process and country programme that desirable in ensuring aggregation of information and comparison of knowledge on multi-dimensional aspects of e\_local governance arising.

The premise of such projects were explored in previous sections and will not be repeated here. A summary of the project details is also found in Appendix : III . The success of the network in accomplishing its depended on how the model was executed. As explained earlier, the evaluator will focus on the execution of the plan laid down and the extent to which the network activities and processes resulted in outcomes and outputs desired for log-In Africa. In the following section, details of the project design is articulated. In the project design evaluation phase, three elements were assessed:

- Conceptualisation of the project
- Monitoring and Evaluation Framework
- Administration and Management profile of Log\_In Africa project

##### **3.1.2 Conceptualization of the Project**

To determine how effective the project was formulated, three elements were assessed. Basically the conceptualization meets the requirements set out for projects of this nature that are research based and governed through the network. The following are the elements that formed the theoretical background.

## I : Theoretical Framework as derived from the project document:

The components set out for the project are illustrated below. Areas of profiled were:

Component	Description
<b>Policy and Government Frameworks</b>	For e_local governance
<b>Business Process</b>	Activities of automation, information or transformation of internal/external administration system
<b>Service Delivery</b>	Providing new_internet or mobile/ traditional_radio, T.V communications channels to improve service delivery to citizens and business e.g one window system, mobile, kiosks
<b>Citizen Participation</b>	Providing information to citizens or increasing the inputs for citizens into public sector decisions
<b>Local Economic Development</b>	Facilitating business in accessing public sector information; providing faster market information; or direct channels between private and public sectors
<b>Determining Key Drivers of e_local governance(e.g For Road Map)</b>	Consolidated components

The frame arising is commensurate with others that have been used in like? networks of the same and acknowledged. This makes the theoretical frame acceptable. Further the literature to back it's use is quite comprehensive. Refer to **Appendix : II** for a the details of the theoretical frame.

## II : Monitoring and Evaluation (M&E) Framework

The M&E framework designed by LOG-In Africa is very comprehensive in terms of programme evaluation procedures as it relates to e\_local governance, the dimensions sort, the road map and issues related to policy influence and practice. The design required that the country projects follow a 'Results Based Management' approach. This is not correct. We borrowed some aspects of the results chain of RBM in developing our guiding framework. That is all – there was no deliberate move to use RBM to guide the country projects However, the evaluation approach was not followed to ? the as proposed by all the country researchers. Further there was no mandated mechanism for evaluating the activities of the researchers as they carried out their tasks much as this

was taken into consideration in the design. The design as conceptualised was appropriate in ensuring the multi-dimensional aspects of e\_local governance.

The design in relation to the methodology was appropriate in coming up with the outcome desired by the project. These included planning tools as well as project monitoring and evaluation. The proposal desired for the M&E framework was to be embedded from the beginning. This was a good thing as evaluation is not an end but a means to acquiring project intentions and so RBM approach. RBM is a format that enables regular monitoring throughout the life of the project. Included was reports at various intervals.<sup>2</sup> The approach also included some form of evaluation reporting. Both qualitative and quantitative indicators of success were included. These activities were captured in meetings and conference held to consolidate the products desired

In order to be sure that elements related to the relationships that arise were captured there was need for approaches that would help respond to the task of knowledge building which requires a consolidated effort across the countries into an aggregated product. Thus principles of governance of openness, accountability, effectiveness, and coherence; as well as e\_governance application within public administration such as e\_administration, e\_Citizen , e\_Services and e\_Society. This results when outputs, outcomes and indicators for performance are development and demand for accountability ensured. Without this the benefits related the following are not encouraged and therefore not realized, that is:

- Building a common understanding of project expectations across research area and networking activities
- Identifying and in-building key performance measurement indicators and evaluation issues thus improving data collection and knowledge systems and so its usefulness
- Communicating the place of the project in-country, within-ministry concerned as well as among the community, that is, the citizens (and possibly the civil society)

The purpose for such a model was made explicit in the project document whereby there was a desire for a common framework, that would result in collaborative development of indicators. This would also allow for aggregation of information and comparison. Such as? process would then make reporting comprehensive and systematic. However, without strict reporting style this process is not attained resulting in knowledge development not maximised?. This can also result in problems of reporting making the reports difficult to determine the components of interest and to compare e\_local governance knowledge arising. Only then would it be easier to read the reports and to identify the elements of concern within Log-In Africa agenda. Also the results would be better handled and reported leading to an organized management information system a key output of a Knowledge Management system, a key element of a network of this nature that is reader friendly. This was a quality that was not readily found in all the country researches. The final reports did carry this level of reporting to a large extent.

An analysis was carried out to determine the link between knowledge arising from the reports, and the emergence of this as synthesized into the final report and thus the 'Road Map.' This is explored elsewhere.

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<sup>2</sup> **First Interim Technical Report(March-December): February 2007; Second Technical Report(January-June 2007): September 2007; Third Progress Report (July-December 2007) : January 2008. Documented by Prof Tim Waema, University of Nairobi(UON) \_ Research Network Coordinator.**

### **III : Establishment of LOG-In Africa :**

#### **❖ The Log-In Africa Network formulation:**

The network was set up to increase the number of players in the e\_local governance field within governments in Africa and as a knowledge network. The scope goes beyond this boundary in that knowledge derived then becomes the function that affect changes in peoples lifestyle and policy. The players are defined within the e\_governance structure that was to involve the community more so the citizenry. The network was set up with an operational guide that included some form of governance structure, networking methodology that was activity bound, with an accountability process entrenched in a monitoring and evaluation framework<sup>3</sup>.

An attempt to include various regions of the continent was done to ensure various contexts. Ordinarily, a call is generally sent out for proposals through the media or individual institutions. Those interested who meet the criteria for membership, are selected to be part of such networks. This creates competitiveness that is important. The evaluator takes the assumption that the network is a formal knowledge network that consists of expert researchers based in academic institutions and are expected to work together on a common goal. The components as stipulated in the project document are relevant and related to what is desirable for such networks that ensures network formation and design, desired composition, approved functions and operations found to be appropriate for such a network. If executed as stated, the joint venture should result in the following qualities and abilities:

- Production of new knowledge in-country and collectively for PAN Africa perspective
- Strengthening capacity for research and sharing in e\_local governance by all members in the network
- A methodology that link to appropriate processes across all activities and procedures at al levels
- A network that moves towards transforming policy and practice

Conditions for ensuring success was also instituted through an M&E process and a review process that has evaluations in-build and peer review mechanism. However, it was noted that some changes resulted in the network activities not executed as formulated in the design. This had implications and is explained in various sections of the report. The overall objective of the evaluation was to determine if the network advantage was realized. For a network to be effective, it needs to reflect upon the changes it has or can effect. One of this is that knowledge derived becomes a function public administration that affects changes in people's lifestyles. As Rogers et. al. (2001) states, the basic assumption of network approaches for any set of social phenomena is that the whole is more than the sum of the parts. In other words, the nature of the links between actors takes priority over their individual characteristics.

#### **✓ Summary : Design of Log-In Africa \_ Conceptualisation and Implementation:**

The fact that M&E frame was not appropriately applied had implications. Without applying the RBM approach, some of the processes and products required would be jeopardized. It was proposed in the Log-In project that there was need to impose a single structure that would ensure interlinking activities across countries. Without this there is a problem with aggregation of information that arises that affects systematic knowledge construction.

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<sup>3</sup> **The details can be found in LOG-In Africa project document**



There would also be a problem with comparison of shared concepts and as well as language. The end result of the project was a 'Road Map'. Without possible systematic collating of country level research it would be a daunting task to readily come up with knowledge for a common reference that would present a Pan-Africa view. Further the articulation needed across various frames of e\_ process would be a daunting task.

The evaluator is of the opinion that there maybe a problem with the preliminary preparation of the projects. Also monitoring procedures for management in place may not have been appropriately applied. Further there could have been laxity in the demand for the M&E frame. Some of the researchers also stated this as an issues of concern. The analysis regarding operations of the network and governance is addressed at a later stage in the report. The issue of administration of the network also has a bearing on the networks operations. Administrative process put in place drives the process and will be fully explored to determine how it influences or deters optimization of the network activities. A review of the administration structure resulted in the need to review various responsibilities for overlaps and strengthening regarding accountability process.

The evaluator is aware of problems that arose that led to changing the team leader and has carried out the evaluation with this in mind. Even then, changes made by the team leader that is commendable, a statement echoed by the researchers. Some of these were review of the research intent with a view to re-categorize them. The question that must be asked, questions that were also raised by some of the researchers was if, the same projects should be continued or disbanded altogether as Log-In enters phase-II. Whatever the case there was need to review the nature of the current MOU and to strengthen network commitment and activities. Of more importance is the need to agree on the domains of knowledge on the multi-dimensional aspects of the e\_local governance in Africa desired to carry this work further to ensure long term goals of the network is attained.

### **3.2 Effectiveness of the Network Activities: Outcomes and Outputs**

LOG-IN Africa was designed to illuminate issues on ICTs and to determine the dimensions that arise in Africa. In the next section, the evaluator will explore trends arising in more detail considering multi-dimension? effects of ICTs on local governance in Africa and policy influence. The purpose here is to determine the effectiveness of the network activities and the extent to which it leads to accomplish Log-In Africa outputs and Outcomes. To determine how effective the network processes were, the evaluator explored the extent to which outcomes and outputs of the project were attained and ICT and e\_local governance implications. In this section the emerging trends of ICTs arising from the network activities were determined. The process of knowledge production was analysed and how this knowledge was presented or reported for use with a view to influence policy and practice which was also a key objective of the network. The link between policy dialogue and knowledge management of the information system will be assessed as this is an important component of such a network, a process that is profiled in the project document. The requirement for Log-In Africa project as illustrated in the project document is related to assessing the multi-dimesional effects(political, economic, and social) that includes: business processes, service delivery, citizen participation, local economic and development, and determine the key drivers for effective implementation with a view of developing the "Road Map' to inform countries.

The question arising is the extent to which the network activities resulted in attainment of this goal. In the following sections the evaluator will establish the extent to which multi-dimensional effects were derived and analysed (without going into an analysis of quality of determination the ICT and e\_local governance multi-dimensions arising). The process was important as it defines the team spirit and processes. This was important as it was to give the evaluator a perspective of knowledge processing and production, a Research and Development procedure of such a network that is key to driving policy influence and practice(more than articulating the quality of multi-dimensions arising).

The following sections will therefore address the following:

- The multi-dimension effects of ICTs on local governance in Africa arising why bullet only one point?

### **3.2.1 Multi-Dimension effects of ICTs on Local Governance Arising**

#### **Emerging Trends: Literature from Log-In Africa**

The local governance process arising from the Log-In African experience has resulted to a large extent in new knowledge on ICT and e\_local governance. However, the results show that doubts and uncertainty still plague the conditions under which ICTs can be used to its optimum and successfully applied to various levels of local government. The situation is worse regarding the community level of engagement. Of concern is how ICT and e\_local governance <<In all cases, avoid using ICT and e-local governance or ICT and e-governance because there is redundancy. The ICT is already taken into account with the e- prefix>> elements combined can be used better to ensure better livelihoods and human development more so on a large scale and within disadvantaged groups. The practitioners are only just beginning to understand the critical role of community participation, need for institution anticipation, culture regarding individuals in organizations, policy making reform, transparency of government, IT quality and competency in terms of human factor, as well as capacity building. Principles of governance such as transparency in the form desired is still unfolding. Countries abilities to perform is still emerging regarding broader aspects of e\_local governance. This is in tune with the general literature on e\_local governance. Concerns do arise regarding citizenry participation and civil society engagement. How these work together to drive the process still poses a challenge. Ensuring better livelihoods is even more of a challenge regarding conceptualisation and application of the synergies that arise. However, what is arising looking at programmes that have been in existence longer, is that, with time e\_ governance does get appreciated and that issues arising are generally addressed and in most cases overcome. There has been good practice approaches that the continent can identify with. Most of this has been related to e\_local governance regarding service delivery based on front and back office operations. Two countries can be credited for this, that is, Egypt and Morocco.

The literature from the country projects and the site visits review shows that access to e\_local governance applications and resources is still a major challenge. This is complicated by the fact that IT and ICT <<Again these two terms are not to be used together because of redundancy – IT is contained in ICT>> is still a distant reality in Africa more so for the disadvantaged. This is reference to the citizenry within certain social groupings such as the rural majority on whom success of e\_local governance rely. Interviews revealed that the government who has the primary role of ensuring equitable citizen participation is not certain how best to proceed as the inclusion is intertwined by resource needs which is chronic in Africa. Lack of resources has deterred access and coverage. However it's usefulness of where it has been applied is appreciated. Lack of finances has compounded efforts related to installation, up-scaling, and expansion of IT a key component of e\_local governance. Much as there have been achievement made through local projects and best practices, adjusting at national levels does prove a challenge. The challenge goes beyond merely up-scaling to national level. Even where up-scaling has been a priority, the issue of costs makes the process immediately prohibitive. Such confounded problems have created doubts and uncertainty as to whether e\_local governance can be a success story in Africa. This has resulted in

calls for innovative initiatives. It would appear that in most countries of Africa, the model desired for Africa on ICTs and e\_local governance needs to be reconsidered in the wake of the confounding problems.

Even when financial resource is adequate, the system is prone to IT inadequacies in terms of quality of the technology in operation. Further there is inadequacy regarding the capacity of IT technology in place in that they are too slow to cope with the task at hand. This results in a situation whereby there is lack of updated equipment, software as well as speed at which these operate. This is common across the countries. The challenge is also compounded by rapidly changing technology as new systems come up which are even more appropriate to the large masses of information that needs to be handled. Lack of skills in ICT is also prevalent not only at operational level of government operations but also the citizens who rely on these services. There are problems that could be referred to as not only organizational in nature but change management practices. A problem related to resistance to change was also evident. However this changed with time as personnel began to appreciate what technology could do for them in creating effectiveness and efficiency in their work.

I find the material in this section a bit irrelevant. This is general literature that does not relate directly to the evaluation – the effectiveness with which network activities were achieved.

The issues arising have a direct bearing on success of ICT as perceived at the level of citizen participation and local economic development. Trends arising from Log-In Africa has show? that successes in certain circumstances is possible. However as a development tool, there is still work needed as well as experiments as to how best to accomplish the task of e\_local governance and to make it a reality for the majority<sup>4</sup>.

***Refer to Appendix : I, for further analysis that helped to support the view given above.***

### **3.3 Extent of Policy and Practice Influence**

In order to meet the objectives of policy, there is need not only to generate knowledge but also infuse new knowledge into already existing literature on Log-In Africa project. In which case the knowledge derived becomes a function that affect changes desired. This is a process that results in a network endeavour, where network individuals generate new knowledge, use knowledge and generate it again as needs to develop e\_local governance and perspectives arise (R&D). Knew? knowledge intended is an important input into the society that enhances capacity of e\_governance and the challenge of e\_local governance development. In the project document Log-In Africa stipulates that the network was to “provide a broad framework within which individual research maybe coordinated and integrated in support of knowledge creation and knowledge integration” with a view to a long terms? outcome of a common framework of understanding and shared concept and language.. The question arising in the extent the network made this possible(and was facilitated to meet this) and if policy influence was realized.

The conceptualization of arising from the researches and the way in which they acted together to present the ‘whole’ is key in this section since all research projects were to be focused towards a common goal. The nine countries were reference points that was to lead to a common reference of e\_local governance for Africa. This

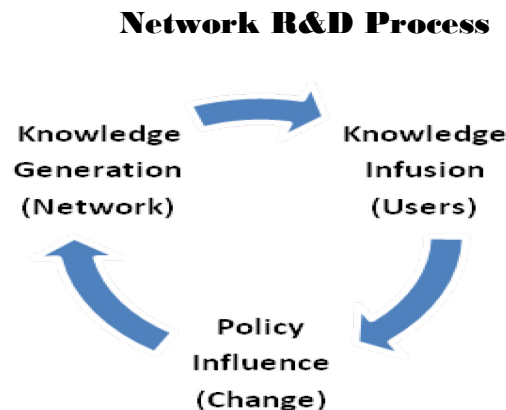
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<sup>4</sup> **A detailed account of the description of the multi-dimensions and categories arising from Log-In is explored. This was derived from the Log-In Africa literature to help in assessing the process of knowledge for policy applications. Refer to Appendix : I.**

would also raise the issue as to how worthwhile and effective network project is and the time taken as well as the costs incurred. Problems encountered would jeopardize the results. This usually happens if there are no controls measures in place from inception, to processes and procedures designed for the research, right up to the research report production and presentation. The challenge of applications of M&E have been raised. This will be taken into consideration while exploring knowledge production process and challenges that may have arisen.

Statement has been made regarding network design and methodology and the extent to which the way in which the projects were conceptualized may result in problems regarding systematic and comprehensive information on knowledge on e\_local governance. However the evaluator is aware that it is generally a challenge to come up with knowledge frameworks based on the African context in any theme or discipline areas. This is because of the complexities that arise in the context. Much more may be needed beyond this evaluation to capture the moment and the unique details which seem to characterize the unique circumstance of Africa.

In the following section(s) knowledge processing and construction is looked into. The model below reflects a possible model generally applied.



### 3.3.1 E\_local Governance: Process of Knowledge Construction

The focus here was on the process put in place and the actual activities carried out to facilitate coming up with e\_local governance knowledge reference points. It is expected that a network of this nature should work towards a 'whole' other than a 'disaggregated, knowledge. The project also highlighted this need. In the previous section, multiple effects of e\_local governance was derived using content analysis procedure. This was further corroborated with knowledge arising from on site visits. To help in determining the effectiveness of the procedures put in place for Log-In Africa there was need to determine if the knowledge as perceived and if they go along way in how this reflects what arises in the researches. The purpose was to determine the effectiveness of the process followed which should culminated? in central level coordination. What led to this was the perspective that determining the whole relied on integrated network activities. It is important as the team leader relies on what is coming out of the researches so as to make an informed decision on the knowledge forms efficiently. The idea was to get a reflection of how various research project themes were linked through the processes put together across various project scheduled reports leading to the final product, the 'Road Map.'

The following were the steps taken:

- a) The project themes as derived from the topics of the researches were content analysed, collated and themes arising determined.
- b) The results derived from the research technical reports were content analysed, collated and conceptualized (The trends discussed earlier were derived from this process)
- c) The results from the final report of the LOG-IN Africa project were analysed in reference to b) above and reviewed to determine the extent to which the knowledge was corresponding
- d) Elements arising from the 'Road Map' were analysed to determine the extent to which it was driven by the product of network research activities and the causalities arising from the multi-dimensional aspects of e\_local government development

The purpose was to determine the network processes in coming up with a 'Whole' other than a 'desegregated' knowledge. The information is presented in graphical form and is found in **Appendix : II**.

#### ✓ Situation analysis

From the reports one could state that there was a link across the project levels of project conceptualization in country towards a common reference. However in view that this was to be a shared experience, the evaluator sort? to determined? if this process resulted in team work. It was important that the domains of reference arising reflected the research teams thinking on e\_governance and multi-dimensional effects arising from their work. This outcome was interesting. Most of the researchers responded did not give an affirmative on this but stated that it was 'to some extent' but not totally. Most put this to the fact that they were not able to meet regularly(which they admitted was not feasible) and that there was need for a system in place for peer review. This made the evaluator to put this to a governance and administrative issue. Peer review is a process that creates familiarity and consensus building of knowledge arising. The researchers seemed not to have been familiar with overall results except for their own in most cases. It was only in the conference when the 'whole' was presented. This reflected an approach which is generally referred to as individualism, in that the process seemed to lean more on individualism verses a network's position that resulted in a common perspective based on consensus building. This is correct. However, it would have been nice to establish why this was the case.

There is need to look into this issue and to in-build a knowledge construction that results in a consensus building through the progress of the project. This process should be accompanied with a quality assurance in knowledge production that emulates the requirement of the network of R&D process. There is need for a review of the project document and to re-introduce a strong knowledge building and review mechanism as well as quality assurance mechanism. This process should involvement? all the researchers (and possible technical teams). Once again, remember there was a process of knowledge production – the process of building the various elements of the roadmap through a mopre than 2-month process of electronic discussion. You seem to ignore this throughout.

The question one should ask is if LOG-IN Africa experience lead(s) to more and better informed debates as a result of knowledge produced from the network activities. One way is through a mandated RBM frame which also needed to be revised for ease of application.

**Even then, for knowledge to be useful it must be utilized. As to whether the knowledge produced was used to influence policy and practice, is a topic that the evaluator sort? sought to determine in**

the next section. The evaluator sort? to do this by determine the linkages created in the design and the policy strategy and measures in place.

### 3.3.2 Policy dialogue

The evaluator sought to establish the kind of social networking and the linkages regarding knowledge intended by LOG-IN Africa network activities. New and sustainable forms of dialogues do resulted in policy direction that is not only informed by the researches conducted but by the *dialogue* created within an e\_local governance approach. The e\_local governance approach becomes a process that assists in the processes of governance, with a much more diffused activity whereby a whole society is expected to manage its own affairs for empowerment. Expertise is then not only a network of researchers but all the affiliate parties of the LOG-In Africa project. By including all concerned, such as, the stakeholders and citizens, they are better able to appreciate, accept and apply the knowledge arising for policy changes. Policy process relies on knowledge formulated. This is a system that also requires widening of knowledge base that involves more stakeholders. In this case knowledge should then result in suitable and applicable '*Information Management Systems(IMS)*' needed to drive policy. This is a system that requires knowledge management techniques for better informed dialogue, that reflects Log-In Africa agenda.

#### A : Policy Influence and practice

Policy influence was one of the criteria set out by the LOG-In Africa project. During the project phase (more so at the beginning)the projects drew great enthusiasm and was influential. Engagement by the project varied from country to country.<sup>5</sup> Dialogue was created and issues addressed with the view to improve the process of e\_governance. The link between LOG-In Africa project and policy influence was further difficult to determine absolutely as most projects were already in existence before Log-In Africa experience except for a few. Further the effects arising waned as the project engagement did not last long enough to determine long lasting trends. This was complicated by the fact that e\_local governance was not always a priority in countries. Further not all the researches had within their researches mechanisms designed, performance targeted and monitored to ensure policy influence. Projects seemed to have involved local government officers at almost all levels more so at the beginning of the researches. There were also some follow ups of initial activities. Evidence of focus groups discussions were evidenced. But the process was not sustainable showing that there is need to in-build sustainable mechanisms that will ensure continuity even after the end of the project.

However the extent to which the knowledge arising was transformed was not always easy to determine as there was not enough time to realize this. This is because there were other e\_governance initiatives on-going besides LOG-IN Africa project. What seems to be arising is that due to it's appreciation, and given time and resources allowing, one can sense and a shift towards embracing e\_local governance arising from Log-In Africa experience. Citizen engagement was at government offices level in terms of service provision and in some cases where extended services had been provided. Consider use of kiosks to offer services. However it did not reflect the level desired for knowledge transformation and use that would have a direct bearing on development resulting in change of livelihood as a result of ICT. However, cases of isolated success could be traced showing that the

<sup>5</sup> There is need to document the engagement level and activities with persons sort? and engaged to provide a more comprehensive details of the engagement at policy level (and at community).

process of change is feasible but needs more focus. The civil society was yet to be part of this process and their incorporation was deemed necessary to spice the process.

However the researchers stated that it was a formidable task to change or influence policy. This arose mainly from resistance to change as well as uncertainty by the policy makers and personnel. Engagement with the research teams was not much of a problem but the direct effect of the arising need for police? influence did not attract due attention. This could have been compounded by lack of understanding about the multi-dimensions that arise and the infusions that result from infusion of ICTs and governance. The other reason could be the fact that ICT or IT is not a priority most of the time. The evaluator is of the opinion that there is need for a deliberate effort to maximizes the impact of LOG-IN Africa's actions towards better policy making approaches.

The policy statements arising from LOG-IN Africa were further analysed using attributes that underpin good governance. Where did you get these good governance principles from? We used a different set!! The following is a summary of the results. What is the key message in this table?

<b>Good Governance Principles</b>	<b>Explanation</b>
<b>Participation</b>	There was some communication through the policy chain but not enough to result in actual policy change.
<b>Accountability</b>	There was demand on the researchers to ensure policy actions were undertaken but without a strict mechanism to ensure this. Also there was no visible mandated practice by the project.
<b>Effectiveness</b>	Without knowledge information systems to guide practice (and demand for performance) this component will be difficult to achievable in the long run
<b>Coherence</b>	Issue has been raised in that information arising from the documents was varied resulting in various discipline perspectives. There could also have been the effect of diverse background of researchers. There is a need to ensure harmony in the network operations and the composition of the team put together internally and externally.
<b>Openness</b>	Much as almost all projects started with engaging high level policy personnel, active communication reduced with time. Where it was present it did not last long enough to have an effect. There was also need for a better vertical engagement with organizations (and not just horizontal).

✓ **Situation Analysis arising for LOG-IN Africa experience**

The issue arising is that the policy component arising needs to be explored further with the view of established ? valuable linkages. LOG-IN Africa is yet to design and demand from the researches an integrated and active as well as sustainable approach to policy development. This effort should be consolidated one. There is need to prepare, implement and enforce e\_local governance policy in a manner that is inclusive. There is also need for change regarding policy influence within the project operations in the way that things are done. This requires a strategy for policy making regarding e\_local governance. A mere statement requiring addressing policy is not enough. There is need for a strategy that encourages and ensures policy dialogue. Involvement should be from policy creation, implementation and assessment for knowledge production at all levels. Assessment should be at all levels to ensure quality knowledge production at all local governance levels and network activities.

In view of what is arising from the evaluation more so in terms of policy influence and practice as well as knowledge production and management there is need to come up with a strategy that will re-engineer mechanisms that will facilitate a knowledge production process that is vibrant. Proposal is for a deliberation at the beginning of the new phase-II with all partners present. The conference held in Egypt set the pace but there is need as a team to chart the pace for the phase. Phase-II should also emerge from the "Road Map" perspective but with further exploration to include that have arisen beyond individual project researches. The view of most researchers was that, the continuation of ICT and e\_local governance after phase-I should start at an open forum and the proposed action should be a collaborative effort and agreed upon. This perspective also came up during the conference.

### **3.4 Increased Awareness and Dissemination of Research Results**

As a new project dissemination seems to have been carried out quite well. Log-In Africa literature can be accessed by merely typing in the name. There are also online as well as academic documents as journal publications. There is also a functional web-site. The issue the evaluator would like to raise is that, there should be more publication towards what defines the consolidated efforts towards the agenda of Log-In Africa based on the broad view of Pan-Africa. There seems to be a trend towards e\_local governance in general and by country researches but not necessarily the Pan African view of e\_local governance derived from a consolidated effort of all the networks as yet. More of this should be encouraged. There is a book under preparation that is aimed at meeting this. A synopsis is attached.



### **The processes proposed to guide policy development**

This is articulated as follows<sup>6</sup>: Are these recommendations?

<b>Attributes</b>	<b>Description</b>
Before launching an initiative	There is need to determine if and what public action is necessary or else initiate this; determine level of governance most appropriate and document; determine if measures are related to the needs and objectives derived from RBM frame.
Shaping and implementing	There is need to determine the users, their needs, knowledge forms and levels desired; Consider those for publication in journals, those for policy level management, for practitioners; based on the? these create the linkages and operationalise these, harmonizing activities and tasks; form teams for inclusiveness; create an accountability systems that demands action
Quality and enforcement	There is need to review and sign contractual agreements; build capacity more so on M&E; institute country to country visitations on best practices. Morocco is a good example to visit.
Ensuring stronger link between LOG-IN Africa governance and country level	Linkage should go beyond countries within the project to more countries in Africa and possibly create a council of ministers in ICT and governance; hold forums for sharing; create awareness;

<sup>6</sup> A strategy should be designed and developed with countries in the projects; the network; and CAFRAD to facilitate the broadening perspective of LOG-IN Africa

determine good/best practices; involve international community and development partners such as AAU, NEPAD etc; The conference tried to achieve this and must be mentioned. If it did not, recommendations on how this can be improved needs to be given.

There is need to consider the following: are these recommendations?

- Designing a strategy to ensure citizens engagement
- Ensuring adequate interaction within the multi-level partnership that arises from regional and local actors
- Ensuring that regional and local knowledge is taken into account when developing policy proposals through systematic dialogue since the network is to champion reference point for Africa
- Central governments should be part of setting up contractual agreements and to further become part of the process for their implementation
- The process should mandate arrangements of monitoring and evaluation
- Civil society should be involved as appropriate as they give vice? to the process

### 3.5 ROAD MAP Perspective : Way Forward

The purpose of the “Road Map” was to sensitize and inform national governments, multilateral agencies, and local authorities, civil society concerning broad guidelines for future. The high light for the agenda on the “Road Map” was the LOG-IN Africa final workshop or conference held in Egypt in June 2007. Elements of the “Road Map” were determined. The evaluator though it best to extended? what has come up and to extend the dialogue of the ‘Road Map’ further giving a view. These views are captured in the following section below:

Key Questions	Comments
<b>Where are we?</b>	This was looked at in regard to ICT and E-Local governance. The information arrived at is enormous. There is however need to consolidate these into knowledge information systems that helps define the African context and extends the knowledge already existing. However there is need to reconstruct these within an RBM context for easy identification and comparison of elements for research on e_local governance The idea was use RBM but to derive the context within which e-local governance took place. This is a framework derived from strategic management. This knowledge <sup>7</sup> should be readily available and accessed. This needs a consolidated effort that should involved a team of experts of all levels. KM, ICT, E_Governance, Public Service, Local government, human factor, social aspects of development, community outreach. This is an important component as it will provide the reference for Africa.
<b>Where do we want to go?</b>	This can only be successfully addressed by strategizing on emerging challenges

<sup>7</sup>This issue is explored in later section of the report

more so those that are dominant and have plagued the African context over time. Without resources for IT infrastructure e\_governance may be a distant reality. This requires innovative changes. There maybe need to carry out case studies and experiments to diffuse some of the challenges. Consider policy influence and practice discussed; access to e\_local governance and resistance to change that results in stagnation of e\_local governance. There is a need to decide on these within a consolidated effort. The focus here is to determine the strategic direction. Contextual issues you raise here are picked up in the situational analysis (where are we).

**How do we get there?**

The focus here is on developing suitable strategies on how to address key issues arising; and methodologies and tools. The evaluator views this as the most challenging component. Most of the policy persons interviewed wanted to know how they could proceed despite the challenges arising. The extent to which the guidelines designed will lead to implementation and use is critical. This is further defined by the audience to which the “Road Map” will serve. There is the academia, the policy maker or government, the public service personnel, the public, ICT specialist and so on. The need to have a strong link between Log-In and Africa is crucial.

**How do we know we are getting there or not?**

In deriving the three components above, the ‘know’ component will be accomplish. However there is need for strategies and guidelines to determine what it is that needs to be affirmed. Without an effective and functional M&E system it will be a challenge. This has been explored in the report.

There is need to put the views arising from the evaluation, as well as other groups with interest and further explore the Road Map. It’s function was to provide a guide for countries. The question to ask is, as it appears within Log-Africa, does it provide knowledge forms that will guide policy and practice?

### **3.6 Evaluating LOG-IN Africa Network**

(Performance of participating institutions in delivering project outputs)

Two components will be addressed. One will be performance of the network and participating institutions. The second will be properties of the process involving Research and Development(R&D) towards attaining the? of the theme of ‘Road Map process. In addressing these issues, the evaluator took into consideration the challenges that arose some of which have been addressed. The evaluator will explore this section with the view of bringing to attention measures that need to be introduced and addressed in order to ensure the network function and operations results in attaining Log-In Africa objectives.

#### **3.6.1 Performance of Network and Participating Institutions**

In the earlier sections of the report, the structure of the network was explored to determine if the network as conceptualized was appropriate for the task desired. In this section the analysis will involve network activities and

operations as executed and how the design worked and the extent to which it enabled the project deliverables and the e\_governance causal relations to be analysed do emerge from working collaboratively. Formation and design of network and network team composition matters even if the network team is able to deliver on the objectives of the project. Evaluating the network is important as the network process for e\_governance takes place with the network as a *facilitator* of this process. In addressing the elements of concern in this section, issues were raised and addressed and possible recommendations made. The information source was mainly from the researchers as well as government personnel at the sites visited.

### 3.6.2 Performance of Network

- **Structure and properties of R&D process:**

- ✓ ***Process of formulating and developing the agenda of ICT and e\_local governance***

The proposed LOG-IN Africa conceptual framework included E\_Government dimensions, E\_Administration, E\_Services and E\_Citizen, E\_Society and IMPACT as required through Local Social Economic Development. This was set out to help determine multi-dimensional aspects and effects of ICT for Local governance.

The projects were not focused on the same issues however it was important that the components for e\_local governance as prescribed in the project document be addressed. Addressing the above given components ensures comprehensive approach that would lead to in-depth exploration of multi-dimensions arising. This would also allow for comparative assessment of elements for e\_local governance. There was also concern in the way the topics for research were arrived at. The results show that in the end the researches may have settled on preferred agenda. This was not a bad thing provided this reflected the Pan-African agenda. Much as an analysis on multi-dimensional effects of ICT and e\_local governance in Africa was realized, by not introducing rigor in ensuring that the elements across researchers were articulated and incorporated at the onset is a drawback.

Success of the research and development process requires not only team work but also good leadership. There was a problem that could account for a number of challenges that arose. The challenge experienced resulted in the first team leader stepping down. The second team leader restructured the direction to take to consolidate the process. This may have affected the projects in that the original idea could? was revised in some cases. The restructuring was however deemed necessary and approved by all the researchers. The researchers further stated that the network objective could not have been achieved without the changes made. The question the evaluator addressed was if the deviations resulted in gains and maximizing opportunities for Log-In Africa project towards it's mission. Challenges did arise that related to outcome and outputs.

Besides the theme areas, the other issue of concern was the extent to which the conceptual framework for e\_local <<normally a dash (-) not underscore (\_) governance was addressed. The elements for e-local governance, and the principles for e\_governance were set out as guidelines to enable in-depth exploration of the agenda. Not all country projects related their research to the areas proposed. This raised the question as to the extent to which the researches as conceptualised and handled were comprehensive in knowledge production regarding domains of interest. There was no restriction as to the extent to which the project components were incorporated. There were those who chose to base their research on e\_technology production. Some focused more on services delivery. The infusion that arise from e\_local governance, e\_governance and citizen livelihood was not always explored directly linked to the research designs. Statements of we are 'IT specialists' not 'social development specialists' were common. One key function of the network was to generate knowledge, diffuse new knowledge and meet policy objectives that would influence policy. What is arising is the need for knowledge

systems and management forms that are agreed upon by LOG-In Africa as a constituency. This required a mechanism set out to ensure that the process for arriving at a 'collective perspective' at all levels was applied and was successful. This is a process that would involve reviews at all levels of network operations, accountability and quality assurance. Such a process works well with peer review mechanism. The analysis by the evaluator show that this was not always the case much as this was always possible. The dialogue created resulted more in linear relationship (other than multi-dimensional approach and infusion). The evaluator is of the opinion that there was also need to enhance network capacity to carry out this task appropriately as it is an important component of a network of this nature.

As stated new forms of dialogue desired should result in policy direction that is formed not only by researches conducted but where the whole society manages network affairs. In this way impact desired would be best attainable. This further allows all concerned to accept and apply the knowledge arising to act on policy. Where this kind of engagement was incorporated within the research approaches, the process worked well and citizen participation using ICT was encouraged. Kenya was one such case. The level of citizen engagement is a challenge which was realized even at project design level. The level of engagement at this level by the researches need to be critically reviewed and activities spelt out on how best to develop this component. To ensure the process was entrenched and quality practice ensured, there was need to mandate and monitor the process once it is in place. Some of these issues have been explored at various levels of the research.

Issue has been raised as to the level of engagement desired and relationships of dialogue applied. Compare linear to multi-linear relations discussed earlier. The researchers did appreciate the need for dialogue in deriving knowledge and citizen level engagement. There was also need for involvement at government level. The researchers state that this was not however ensured by the project. Peer reviews were few. The researchers came together mainly during conferences. Issues arose earlier to the extent that it was not possible for a consensus process that ensured deriving knowledge on e\_local governance as reference point for Africa. To ensure network activities result in a consensus and better engagement, some facilitation was needed and this could only be achieved through prioritizing the engagement process and mandating it at both LOG-IN Africa project level and CAFRAD<sup>8</sup> management level. Of course there would be feasibility issues related to finances. This brings in the issue as to the role of the different levels of the administration and management. CAFRAD's role actually relates to this demand and should be reviewed to determine the requirements for this important component. CAFRAD is best situated to handle international level liaisons at the same time to facilitate the on-gings in LOG-In Africa network at country level.

***The following table helps to summarise issues that are related to the statements made above.***

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<sup>8</sup> CAFRAD is responsible for project management and will coordinate both network and country level research activities through the research network coordinator who was to have overall responsibility of project management.

The table below is a synthesized reflection of the writing up above. It involves synthesizing the issues of concern raised. These were addressed by answering the following questions:

<b>Attributes</b>	<b>Response arising from the evaluation activity</b>
<b>How well has the team done in building a coalition of the community</b>	This level of engagement was? requires re-evaluation and reformulation. There is no time to do anything!! Answer should be well, not well at all, etc. and an appropriate explanation Evidence shows that if properly articulated and applied would to better engagement. .
<b>Was the objective for the network accomplished in terms of the agenda set out</b>	The objectives were all addressed but not all were accomplished to the level desirable or possible due to network situation and facilitation challenges.
<b>Was there any change on research agenda and procedure**</b>	There was change in the research procedure which may have affected the outcome of the multi-dimensions sort? What does word mean? It appears so many times!! much as this gave valuable direction.
<b>What were the networks successes in reaching and including informed partners</b>	There is need to review this angle of out reach so as to determine the kind of association that would be valuable to LOG-IN Africa network agenda
<b>What was the networks successes regarding policy influence and practice</b>	Much more needed to be done in terms of ensuring policy influence by putting in place structures that would facilitate the network for better engagement in this capacity.
<b>Are there quality checks in-build and applied</b>	A performance framework was prescribed but not always implemented that demanded quality checks and systemacy. There was need to ensure a performance frame was incorporated and an indicator profile to ensure articulation of the theme and accountability at all levels and for all activities mainstreamed from design phase.

I like this. I wish all the other areas were presented this way – at times one does not understand what you are trying to say in huge write-ups

✓ **Network Monitoring and Evaluation**

In the literature there are a number of taxonomies of types of evaluation. As stated earlier, LOG-IN Africa has chosen the “Results Based Management Approach” or RBM, a process based on an indicator profile and guided by a conceptual frame that was to look at key elements of e\_local government. Each country was to identify their area for the research and develop an indicator performance system. As stated earlier, the RBM approach designed was appropriate if followed. However, there was no demand for indicator profile during project design and implementation. Few projects implemented the RBM frame as desired. Those that followed the guide did quite well. However there were concerns that it was too tedious and cumbersome. In assessing the appropriateness of the model chosen, the evaluator set to determine the evaluation design as guided by the purpose of LOG-IN Africa agenda, needs of the network activities, problem that the network needs to resolve.

The following are the issues that have been considered. What is more useful from an evaluation perspective is the outcome of these considerations, much like the previous table. Most of the issues are explored at various points in the report.

### **Attributes relied upon to help explore M&E component**

**The assumption is that with the RBM in place, the product will be better conceptualized and articulated to respond to the LOG-IN Network agenda**

What is coming out of the analysis shows challenges and omissions that could have been avoided if RBM was appropriately applied. Some of these were related to not being able to explore the multi-dimensional aspects of e\_local governance. Where it was applied, it was difficult to isolate and identify knowledge matrices for comparative basis.

**The degree to which the goals were met as well as the outputs and the outcomes:**

These must be related to the goals as conceptualized for Log-In Africa project and the extent to which the product reflected this as well as the implications and effects. Without RBM it was difficult to ensure this did happen.

**If the level of activities set out was satisfactory in terms of facilitating the process of e\_local governance as desired:**

If meeting the goal need was a challenge, then this element could be appropriately accomplished.

**Whether the performance led to the performance function as a whole:**

This is in terms of network input, process, structure and outcome. The results of the evaluation show that there were challenges. This is further complicated by governance issues yet to be addressed in the upcoming sections.

**Whether productivity and effectiveness was satisfactory:<sup>9</sup>**

This had to do with the task at hand and whether it was commensurate with the energy expended (and money used) for the researches. This was not specifically the task of evaluation objectives.

**Determining if clients are satisfied, stakeholders, researchers, professional quality:**

As formulated by clients, stakeholders, and peers. This was not formulated for action within the RBM frame but was addressed at personnel level and to some of those receiving the services, the citizens

**Programme theory:**

Determining what works for whom, in what capacity and in which context. Already the issue of extended role of ICTs and e\_local governance towards community outreach and social development for better livelihoods looking at how ICTs can and may have influenced people directly has arisen and the challenges arising. This has been addressed at various points in the evaluation report. Issues arose that may need to be assessed as a team.

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<sup>9</sup> **This was not an objective of this evaluation**

Other reasons for lack of incorporation of the M&E frame as desired that should further be determined are possibilities of:

- Lack of skills in deriving an RBM performance tracking framework
- Lack of strict M&E rules and regulations
- Accountability not being observed and mandated resulting in laxity

There is a problem if at the beginning of the project the M&E frame is not applied. Results recorded systematically over time, can provide a reliable indication of changes desired. This also makes it possible to ensure that changes as articulated are as a result of network activities. By articulating the outputs and outcomes in an RBM frame, this further helps in articulating statements that form the knowledge components. The result is information that is more authentic and not general. In this way, one is able to present information addressing e\_elements of as administration, society, citizens and community. This facilitates the process of coming up with a systematic and appropriate 'knowledge systems desired within each research project and for Log-In Africa as a whole. Setting up an M&E frame of work also ensures a schedule of work production and management. It is important to determine if the network project were on track, whether the anticipated outcomes were being met and whether adjustments needed to be made over time (and not at the end).

There maybe need to be more incorporative by extended? the evaluation mandate to incorporate other tiers of network evaluation. These are: conceptual framework and RBM framework analysis for the research intended for input and output process of the RBM; analysis based on community participation; policy level analysis, and governance analysis. These should have indicator performance decided upon and a general criteria for deriving these agreed upon. It is important to articulate in detail what should be the outcome and output process at the outset. These should be made simple , precise and to the point. This will also facilitate categorization of information further into appropriate knowledge forms to avoid overload of information.

What are you trying to say about network M&E, esp. in these last two paras?

### **3.7 Management of Log-In Africa**

#### **3.7.1 Shared Governance**

The purpose here was to determine the extent to which there was shared responsibility that led to cooperation, interaction, and open decision making process, that is adaptable and responsive to the internal and external forces. The terms that arise in addressing governance are related to candor, efficiency and effectiveness, fairness, inclusion and consensus as well as values.

✓ ***Governance related issues:***

- Whether there was free flow of information throughout the network at organization level
- Whether decisions made at all levels were examined, validated and agreed upon



- Whether governance needs were strictly adhered to . This has to do with creating an environment where which? held dynamic and cooperate interaction and the extent to which this was feasible within project framework
- Whether needs such as capacity building were taken into consideration. Consider preliminary preparations that ensured conformity to expectations of the projects; Whether harmony in process and products were ensured through strict criteria. Consider quality controls, document presentation and form.

Situation analysis:

There were challenges regarding all these elements. The evaluator is of the opinion that the issues on governance arising should be reviewed and revamped and made operational. They should also be mandated as appropriate. The issue of how much freedom must be addressed. If it means delaying the process then freedom in this case would not be appropriate. Validating and reviewing all decisions made can be tricky. However, considering that these were not always adhered to there is need to re-evaluate how best to ensure a functional process that is regulated. Capacity is desirable but the need should be established as well as the extent to which this should be done. If incorporating M&E was a result of laxity, then not much training is needed just a consensus building and MOU. If on the other hand not applying was because of inability to apply the RBM process then capacity building is key.

✓ **Shared experience:**

- Whether decisions made were consistent with the agenda of LOG-IN Africa
- Whether individuals in the group were equal regarding inclusiveness and if their views were taken into consideration
- Whether members had equal chance of providing input to ensure all had a stake in the outcomes

Situation Analysis:

These were important components that reflects a functional network established within a research design approach for knowledge production. There is need to establish why a number of researchers did not feel their views or research outcomes were incorporated in the final report including the road map. One of the reasons was due to feasibility which resulted in little engagement amongst the researchers. This was which? is beyond the coordinators. However the process as stated earlier should not lean towards individualism. There is also need to come up with a strategy for knowledge building within the concept of e\_local governance where by the researches as constituted will contribute to established themes in country. This will result in a process of knowledge production that is not just an end process but a continuous process or R&D.

✓ **Administrative:**

- This had to do with whether facilitation as designed and as provided for went along way in ensuring project activities could be met without despair, or interruption. The issue to consider was whether mechanisms to ensure this did not happen were put in place. Consider the time frame, provision of funds, travel and visa facilitation, response to issues raised.

The above were put to test and the researchers were asked to respond to the following measures: “Not at All” ; “To some extent” ; and “Totally so”. The results showed a preference towards “To Some extent”; a few gave

preference towards “Not at all”. “Totally so” was even more rare. The reasons for the response is captured in the write up at various points in the report and will not be repeated here. However below is a summary account of issues arising that could help guide the next phase of Log-In Africa. These are illustrated below:

These were related to the following:

<b>Change of Team Leader</b>	The problems experienced that led to change of the team leader. This means valuable time was lost. Frustration may have set it as transition periods creates anxiety and uncertainty.
<b>Structure of Administration</b>	The manner in which the administration structure was set up has resulted in locational problems in that the network coordinator or network team leader is not fully engaged in a full time capacity. However the evaluator did not think this was a grave deterrent, as the network members are research leaders ( and champions in an academic right) in their own capacity who should not require close supervision but commitment, professional ethics and availability of time. However in order to meet the requirements of knowledge production desired, there must be back and forth document exchange, face-to-face meetings and peer-reviews. Proposal is made to the extent that the network has probably grown (other than not being capable) and requires a review of the management structure and roles and responsibilities for the extended network responsibilities.
<b>Locale' in relation to Team Leader</b>	By nature of network establishment and location, researchers are generally not within reach of team leader or advisory teams set up and only communicate over the internet most of the time. Regarding the issues arising that could compromise the project agenda, this approach needs to be reviewed further so that there is better face to face contact across the project phase. Most of the meetings on a face to face are scheduled well in advance and not on demand. Neither was peer review possible except for a few instances. Suggestion is made for expert support to extend the work of the work <i>Network Team Leader This is Research Network Coordinator. Team Leader is only used to refer to leaders of country teams. Please use the correct terminologies.</i> These? person can help in further follow ups. There is also need to introduce more country visits by management, to ensure conformity of network agenda and to instill accountability.

**Management Structure**

The gaps arising in the management structure that saw the position of 'Scientific Committee', 'Project Management Committee', 'Project Management Team' consolidated into "Research Network Coordinator" should be revisited when? Time was up in June 2008!! This resulted in the *Network Team Leader* doing most of the work which could be too demanding. The current approach makes the kind of reviews designed in the guidelines unachievable as there would have to be a lot of back and forth activities.. Further, even if country visitations were to be instituted, it would be best accomplished if there was support team to do this work. There is therefore a proposal for technical support that works with the team Leader beyond that of an administrative assistant.

**Composition of Research Teams**

The fact that the group was composed of all calibers of professors and doctorates, specialists and non-specialists in ICTs, public services reformers and local governance meant that capacities and abilities differed. This situation is bound to affect participation if not regulated. Issues such as self esteem, sense of confidence, and insecurity can arise. These may have created situations whereby researchers felt some members were more dominant than others. Administratively some country team members felt the senior member should be the country team leaders ( while in the situation where the juniors led, the juniors felt undermined). In fact in some countries the compositions of teams will have to be revised if work is to continue well. Proposal is for a team that constitutes IT Specialists, ICT experts what is the difference between these two?, and social development specialists.

**Cohesiveness of Network**

There is always a problem in a network if even one member is of the opinion that their views were not wholly taken into consideration. The evaluator is of the opinion that if the review process in place is to function and be effective, a way must be found to ensure all are incorporated especially where final products that draw conclusions towards the Pan-Africa view. Not just the researchers but the government officers (and the citizens as well eventually). This was a network of researchers. Government officers were not supposed to participate in deriving the roadmap. However, the network must guard against individualism regarding results in that it was the 'whole', rather than the 'single entity' position that was the aim of the 'network' . .

**Ethics and Professionalism**

'Preliminary preparation'...'ground rules'.... Much has been said about this. When ethics and professionalism is not a priority then these become important and should be guarded against. An MOU would be useful (and some form of penalties).

**Salient Issues**

There was a salient issue in all this. This was the extent to which the researchers could commit enough time to carry out the activities of LOG-IN Africa. In one such case a researcher put in up to 17-hours including thesis research supervision all in 1-weeks schedule of work. The fact that some researchers could not commit adequate time to the project is an important point that you must bring out carefully. I hope you know the reasons why.

**Again in a table like the one above, it is easier to provide your findings for each of the issues on the left, and, to provide, where possible, some explanation.**

✓ **Summary:**

In analyzing what is arising, the evaluator does not recommend changes that lead to non governance elements. The evaluator therefore warns against mere replacement of administration functions to a process that supersedes authorities set out; that promotes interests of individual constituencies over a wholesome approach; a tendency towards provision of arena that addresses all of the concerns (this was not possible); or a desire for a personality driven process and a drive towards a perfect process. This is not the intention of the evaluator. But in view of the fact that issues of governance arose and more so the type which did, there is need to review again methodological approaches in place and governance processes to accomplish in place. These should be specifically looked into as to whether they are too demanding, if they are just not being followed or if they are not feasible. The evaluator will further address the governing issue by further reviewing the administrative structure in later sections.

Of concern are the roles set out in the administration profile of LOG-IN Africa project. There is need to determine and assign roles and to determine who should take responsibility of the administrative aspects of facilitation, the technical and scientific aspects that lead to network products, accomplishing the tasks of the agenda and how all this can act together to ensure a system that works. A new administration structure will be proposed and discussed in the next section to further address issues arising.

### **3.8 Management Structure of LOG-IN Network**

The way in which the project functions were facilitated went along way to ensure the objectives were met and that there was workflow. However due to issues arising there is need to review the administrative structure to determine if it is the best in facilitating the process towards meeting the LOG-IN Network Agenda and the suggestions arising from this evaluation. The evaluator looked at the organization structure set out and determined the best approach as to whether to overhaul, strengthen or extend the structures designed. There is need to ensure the following:

- That roles are articulated so that there are no overlaps and that the profile of work ensures efficiency and effectiveness in attaining the network agenda.
- That quality measures can be inbuilt and managed at all levels
- That there is monitoring of the product and network activities as the agenda evolves

- That there are measures to provide expertise and guide as the work is done
- That the no particular position is overloaded with work
- That accountability at all levels and performance contracts are agreed upon
- That expertise is in-built at all levels by ensuring competency at country network team level
- That the administration bureaucracy does not result in delays and interruption especially in disbursement of funds and facilitating travel

If the network is to meet it's objective effectively, then it must restructure its management operations and roles. The following is a proposal made on how the LOG-In Africa Network functions and operations can be re-organised. The evaluator is of the opinion that the network may have outgrown it's original functions and needs to be transformed and that the inabilities are not really inability to carry out the work or lack of commitment but a need that is arising. Below is the profile of the roles and responsibilities as perceived from the project document and proposed direction.

<b>Position</b>	<b>Original roles in the proposal</b>	<b>Proposed new roles as Recommendation</b>
<p><b>CAFRAD*</b></p>	<p>Project management and coordination of both network and country level research activities</p>	<p>Need to redefine it's role. Should not be part of the technical or scientific team. This complicates the work of the network <i>Team Leader</i> and other technical positions. Should work closely with the <i>Team Leader</i> but <i>Team Leaders'</i> work should not be reliant on CAFRAD. It never was. However CAFRAD maintains the responsibility of the final word as one cannot have two heads.</p> <p>Should assign one of the Scientific Committee members to act on it's behalf and that they would be answerable to CAFRAD(see below). Need to understand the roles of the Scientific Committee members</p> <p>Should constitute together with project countries (and non-project countries) a council of Local Government Ministers for Africa who must meet at least once for better policy level influence</p> <p>CAFRAD should disburse funds as directed of the <i>Team Leader</i> for as long as there will</p>

		<p>be no delays and interruptions that have been experienced in Phase-I. This is an issue that may require further deliberation.</p>
<p><b>Project Leader/**(PL) Research Network Coordinator</b></p> <p>(The purpose of the direction provided here is to ensure a functional review system that is mandated through an accountable process and a quality assured process)</p>	<p>Implementation of project in all aspects</p>	<p>Overall role should be decided upon. Performance frame should be agreed upon with CAFRAD, and Expert Teams coordinated by team Leader.</p> <p>Need to provide Team Leader with technical support in the form of assistance to help reduce his load in facilitating all the activities. Proposal is to re-introduce the position of the <i>Research Assistant(s)</i> on a long term basis(see below). This could be a trained team of university scholars on the works of the network. They should attend all regional meetings and internal as well as visitation of project-countries with the view of providing technical support and monitoring as prescribed in the guidelines. They should reviewed the researches as required and help formulate knowledge desired.</p> <p>Should be monitored Scientific Team following an agreed upon performance contract and an MOU signed.</p> <p>Project Leader should also assign one of the Scientific Committee members to do what?</p>
<p><b>Research Director(RD) (Senior Researcher)</b></p>	<p>To work with the individual National Research Teams.</p>	<p>Position should be re-introduced and should work closely with the <i>Team Leader</i>. Position should be redefined and quality control measures re-introduced as this is the nerve center of LOG-IN Africa. Expertise to be determined and ensured. It should have a research and RBM background.</p> <p>The research director would be part of the assistants provided to help the Team Leader. Their responsibility is to ensure network activities are accomplished right from inception of projects as designed in the methodology. There must be a performance frame to monitor their activities.</p> <p>The position should be long-Term or project phase.</p>

<b>Research Assistants(RA)</b> (Country Level)	To facilitate country level activities (to work with the Research Director above). At least two professors in each country.	Must have expertise (ICT and E-local governance to a large extent). Should go through capacity building. Should sign a performance contract with LOG-IN Africa.
<b>Specialised Expertise(SE)</b> (Preferably with M&E)	Will be engaged as required	Should be revised and introduced on short term basis as needed more so to review initial proposal, scheduled reports, and final product
<b>External Evaluator(EE)</b>	To carry out impact assessment	Important and should be maintained. Proposal is made for a joint evaluation so that it becomes a learning experience.  The external evaluator should play the lead role.
<b>Project Management Committee(PMC) :</b> CAFRAD, PL, RD	To provide oversight for implementation of project activities	May not be necessary if the other positions are strengthened.
<b>Project Management Team(PMT):</b> PL, RD, RN, RA	Responsible for monitoring, coordination and supervision of the implementation activities at both network and country level	Not necessary if other positions are strengthened
<b>Scientific Committee:</b> <b>Composed of external group of experts</b>	To ensure a scientific overview as well as providing advisory support.	Should be brought in at the beginning and at the end to compliments the work of the specialised expertise. Also as need Arises.  Each of the chiefs should select one, that is, CAFRAD, LOG-IN Africa, and IDRC.
<b>Research Network Administrator(RN)</b>	Responsible for the administrative and financial operations of the programme and Network including	Will only be useful if their role is to disburse funds as directed CAFRAD and coordinated by Project Leader. RN should not be held responsible for the decisions made on disbursement. Since they do not carry out technical work of the network they should not make technical decisions based on the network or make payment based on technical output. Their role should be defined within CAFRAD. Otherwise this will continue to complicate disbursement of funds..
<b>IDRC</b>		Role should be reviewed.  Should select one of the <i>Scientific Committee</i> Members

I am not sure whether you looked at the re-organization that was recommended at the end of 2006 in Uganda. It is attached. The above structure is not justified and would be too expensive. It would take funds away from research, which is the focus of the funding. We need a structure that is light but works. Please note that a

[Type text]

[Type text]

[Type text]

technical support for the Network Coordinator is required and that you do not need to define the country teams. They form according to the project at hand.

**Comments:**

The evaluator believes the recommendations given above will go along way in ensuring attainments of the goals desired. This may mean that the network has evolved other than being ineffective. Restructuring is a common demand with research networks of this nature. Phase-II is coming in at an opportune time. It's structure depends a lot on the level of engagement desired by the agenda for research. More so if one of the objectives has to do with policy influence and engaging citizens with the view of changing their livelihoods, then this gets even more complicated. Setting boundaries for network function and coordination may not be easy. The nature of e\_governance has these lengths and must be accommodated. Not much will be said in terms of country level organistaion. However one can see that this is the locale for determining impact. There is need to review the setting to see how best structures can be put in place that extends the work of LOG-IN Africa in-country.



## CHAPTER FOUR

### CONCLUSION AND RECOMMENDATIONS

#### 4.1 Lessons Learned

##### **Project Design:**

It is important at the initiation of all the projects that the researches are integrated and a methodology that ensures a common frame of understanding of the country projects leading to an acceptable Pan-African view developed before approving the projects.

##### **Project Management and Governance:**

It is important to institute quality assurance and an accountability processes (RBM) and to mandate it's use all this within a dynamic process with a network governance that bears shared responsibility that is adaptable, responsive, and facilitated to meet the need.

##### **Network Goals: Process Towards the 'Road Map'**

The process of collating country level research results towards a PAN-Africa picture should be both a means and an end towards coming up with a Road Map and should be explicit in determining relationships between ICTs and emerging practices that leads to a common understanding and shared concepts and language.

#### 4.2 RECCOMENDATIONS

##### ✓ **Overall objective of the evaluation was:**

To assess project document *implementation* and *delivery* of the goals and objectives.

##### **Specifics of the evaluation:**

- To evaluate the project *design* and determine the extent to which it was effective in facilitating quality delivery of project objectives
- To assess the *performance of participating institutions* in delivering project outputs
- To assess the extent to which there has been *policy and practice influence* as a result of the ICT and governance approach
- To compile *lessons learned*
- To draw attention to any other *significant issues and concerns* of relevance to the life cycle of the project.

##### ✓ **Specific Recommendations:**

##### ❖ **Project design and it's effectiveness:**

##### E-local governance Theoretical Framework:

- There is need to address all components including LCD so as to come up with a comprehensive view on e\_local governance which bears a Pan-African view.

Monitoring and Evaluation Framework:

- There should be an M&E framework in-built into all projects that articulated the governance principles and components of e\_processes such as e\_society.
- The measurement indicators should be agreed upon or vetted and should be based on a time frame with costs instituted
- A review mechanism should be instituted to ensure that quality is maintained through applying the methodology as proposed within the project
- There is need to extend the tiers of network evaluation to include conceptual framework review at design stage, RBM profile analysis frame, community participation, policy level engagement and governance analysis
- Capacity building into how the M&E should be articulated and mainstreamed into research activity should be carried out

Governance of Log-In Africa Network

- There is need for collective action and activities to ensure a common reference for Africa other than individual conclusions only
- There is also need for a quality assurance mechanism
- There is a further need for an accountability processes
- Since shared governance is key it should be ensured and sustained through shared responsibility that leads to cooperation, interaction, and an open decision making process. The key elements to maintain are candor, efficiency, effectiveness, fairness, inclusion, consensus and values.

At what stage do you recommend a new governance structure?

Administration of Log-In Africa FrameworkProject Level:

- There is need to start phase-II after reaching a consensus on what must be done in terms of researchers to be carried out; and how to reconstitute those that may be continued.
- A reporting system should be part of the RBM profile so as to ensure attainment of outputs as well as schedules are met. This also allows better budgeting whereby activities are accounted for financially.
- There is need to ensure a strong link between Log-In Africa project and CAFRAD in operations more so those related to carrying out activities of the researches.
- There is need to facilitate the work of the country researches by facilitating engagement of local governments within various countries; and in Africa for all countries to sensitise and popularize e\_local government

Country Level: Research Procedures, Processes and Teams

- Processes and activities desired for effective delivery should be mandated
- An accountability process should be in-built regarding activities that are expected to be followed. Desirable measures should be agreed upon as a group. This should be at theory and activity level.
- The team composition should be expanded to include various levels of expertise: IT, Social developmentalist, and local government specialist.
- A criteria should be put in place to ensure professional ethics guides the researches. New entrants must be subjected to a qualification criteria.

❖ **Policy and practice influence**

- There is need for a policy engagement strategy and it's application within each country research project at all stakeholder level
- There is need to ensure citizen level engagement and activities spelt out on how best to develop this component as this is the social aspect of the ICT and e\_local government process.
- There is need for stronger linkage within government and measures of action agreed upon by the network put in place

❖ **Knowledge management\_Information system design and development:**

- There is need to identify knowledge forms guided by the dimensions set out for the researches and derived from the RBM profile. This should be designed to address needs of different stakeholder.
- There is need to design a policy frame that is in-built into the activities of research country projects. The idea is to design frames for knowledge production at all levels of local government.
- There is need to come to an agreement on the format of the reports. This was a challenge. There is need to agree on the content. For example, there is need to agree on information that must appear across all documents for ease of comparison. More than anything else, the reporting must be guided by the RBM frame which is based on e\_governance principles. M&E has been discussed and it's function.

❖ **Performance of participating institutions:**

(This was judged looking at the outputs and outcomes as designed by the project document)

❖ **Research on ICTs and Multi-Dimensional and Effects Arising**

- There is need to articulate the multi-dimensions arising more efficiently by instituting an M&E frame to allow for systematic approach to knowledge domains
- There is need to consolidate issues and challenges that arise from the researches more so the common trends and themes with the view of exploring their magnitude further. Consider resource and IT infrastructure needs.
- There is need to determine the most appropriate delivery mechanism that could extend use of IT and ICT to cover a larger part of the society including the marginalized groups.
- There is need to institute sustainability of the process.
- There is need to re-engineer government process reform to precede computerization with the view of ensuring computerization is set within an efficient system

**Other:**

**Gender component:**

This should be introduced during planning phase. Use an RBM to determine outputs and outcomes. Incorporate this as part of the proposal document. Establish a knowledge base and information profiles for gender. Include the components in all the reporting and the statistics.

### 4.3 CONCLUSION

The question to ask is if there is a better understanding of relationships between ICTs and emerging practices and if a 'Road Map' that bears a PAN-Africa view has resulted to inform national governments. Further there was need to ask if a Pan-Africa picture will be possible in the life of the network as perceived. It can be stated that the network as constituted has established preliminary knowledge desirable to carry the work of ICT forward. There is valuable information to guide the process towards long term goals. However there is need to ensure certain priorities are taken into consideration (before

going on to phase-II). There is need to ensure that what is arising in terms of 'Road Map' is a more engaging shared view of those who constituted the research teams. There may also be need to come up with knowledge forms that articulate the governance principles and elements for e\_process and to document what is arising that represent the Pan-Africa view. This may also give a more comprehensive picture of reference to ICT that is more specific that articulates the multi-dimensional aspects of e\_local governance intended in a more systematic manner that allows comparison. There may also be need to illuminate further the trends that arise when looking into e\_governance within an African context which always seem to be confounded in lack of resources, lack of ICT literacy and lack of effective infrastructure. This may call for going beyond individual projects to issues that are more general. Consider issues of the need to reach the larger community in terms of service delivery across various social groups of the poor, illiterate and those in the rural areas who are the majority. Further, administrative issues and governance need to be reviewed for their effectiveness and efficiency in facilitating network delivery. Issues such as M&E that is articulated within an RBM frame to enable collating common knowledge and in language that is shared, as well as, ensuring an accountability process that drives the process. This should be mandated and an MOU agreed upon.

In this way the network team can be optimistic and be assured of the desirable integrated system that begins to address the Pan-African way that results in a 'Road Map' that can guide practice in Africa. Without dealing with the issues at hand, it will be difficult to accomplish the long term goals of a common frame, shared concepts and language, an understood relationship between ICTs and emerging e\_local governance practice, and an integrated process that collates country researches thus giving a Pan-Africa picture.

## **APPENDICES**

## APPENDIX : I

### Multi-Dimension analysis of ICT and e-local governance Arising

There is evidence that the use of e\_governance tools is able to provide services for citizens to change their lives. The extent to which this results in e\_local government development would require more time to establish. Further fewer people have access to ICTs to benefit from the services. However, even where majority have access to ICT such as in Mauritius, fewer people than expected use the service. IT infrastructure has proved costly and even where it can be afforded, the processes proved ineffective and cumbersome. The evaluation shows that this arises from the way in which ICTs are prioritized and perceived by the personnel in local government. In many instances, policies are put in place, but finances take long or they are not given first priority when allocating funds. The situation is better handled when there is donor funding. Resistance and misconceptions arise. There is generally the fear of technology making personnel redundant. The results arising are such that when projects have been initiated they show possibilities of failure whereby initiatives are not possible to implement. Where it is possible to implement, they are not carried through to their completion. This is due to many reasons such as donor demand, change of policy or funds running out. Where projects have been implemented the function of e\_local governance are not generally attained to its optimum. When projects exhibit success, the relationship between social development and sustainability cannot always be credited to e\_local governance process.

Mention has been made of good practices that arise in Morocco and Egypt. What is emerging reflects the potential that includes diverse services. The results show that reform on e\_local governance has risen due to pressure mainly from donors and individual countries beginning to appreciate its use. The public is only now beginning to assert pressure but this is yet to be adequately so. The evaluator calls for civil society engagement to provide the *vice* needed to *spice* the demand. The need for e\_local governance arises from the demand for improved service quality, higher internal efficiency, and leverage of opportunities such as cutting down corruption and ensuring transparency. Elements of these were shown to reduce. One example is the case of Kenya. The statements arising as a result of e\_local governance project resulted in the following reflections:

#### i. Government business Process

One popular approach arising from the Log-In Africa country activities is the government business process that examines products and services for citizens within a political environment. These have taken the format that involve, administrative level and service delivery. ICT is a function for back office operations and front office. In all cases where it has been introduced it has achieved dramatic gains that reflect personnel performance and citizen appreciation and satisfaction.

However access is a challenge as the coverage in terms of those who can access the services is smaller compared to those who needs to be served. The community national coverage is generally small and is more in the urban settings. Worse hit are the rural and the poor. Other factors also come into place. Illiteracy regarding ICT was also evidenced. This has further reduced the number who can access the services. Where use of SMS was possible and could be extended, the people were not ready. This was the case in Mauritius. This was despite the high rate of mobile use. These elements have been captured in the researches. However, within restructuring processes, there is a move to expand services via SMS in a number of countries where there has been success. The evaluator established that these e\_processes have so far been limited to citizens receiving service and information. Some this is on land issues, permits, birth certificated, rates, payments and general inquiries. How this has contributed to better livelihoods needs to be further explored.

A key challenge is costs. IT the key component of e\_local governance processes is compounded by costs. The most affected is IT infrastructure. Further, technology is ever changing and governments cannot keep up. There are also organizational issues and perceived meanings of e\_governance applications and purposes of ICT in public service restructuring. These are related to issues such as costs, organizational regarding harmonizing activities, human factor such as attitude and resistance to change. The management seems to be a major driving force. The issue of prioritizing e\_local governance has been addressed as well as harmonization of e\_governance. Coordination of the restructuring results in systems that are either well coordinated or not. Further, the system is not harmonious across ministries or central government operation levels. Where it is a priority, plans are underway to scale up and expand its use. Further, the perceived meaning of computers were at times misguided. Some viewed IT as a secretarial task.

What is arising is the need to sensitize all involved in ICT use in order for e\_local governance to be prioritized and for policy makers to be mandated to support ICT. The process should not be left to project officers only. Later the issue of stakeholder engagement is addressed. This should not be only at the beginning but a mechanism should be set out to ensure long term engagement through the life of the project that should involve the citizens as well. This would ensure sustainability.

#### ii. E-governance and Computerization

Reference has been made to e\_governance being a distinct process from computerization. However the way in which e-governance was conceptualized did not always show distinction activities. What is arising is that E\_local governance is equated with IT development. Yet in the evaluation there arises distinct processes that are related to re-engineering (also radical re-design of public services to conform, administrative reforms such as work processes and computerization). Problems do arise however. Computerization generally involves age-old processes. By simply digitalizing the existing government processes one is merely adding to the already existing problems some of which are, web-interface problems, speed in delivery, productivity and efficiency as well as availability of resources. It is a problem if ink for a printer cannot be readily available. There is need to redesign existing system even as they are upgraded. Much as the focus should be on enforcement of individual performance, accountability, efficiency, productivity as well as transparency of policies and process. Some countries did this quite successfully.

However, there were problems as there was no harmonization of the ICT processes across units and across ministries. It was thus difficult to collate the results. At times systems installed across units were not the same. These will eventually require reorganization as government operations grow towards uniformity. Another problem had to do with different players in the field of e\_local governance such as donors who sometimes disregarded what was already in place. Mention has been made of change of technology systems whereby existing technology becomes outdated. Sometimes it happens even before the previous one has been fully installed. The problem is that governments have not always taken a lead to guide this process. This has led to proposals to have special units for e\_local governance processes with a separate mandate. The evaluator is of the opinion that this would result in vendor driven projects that cannot be readily scaled up.

There is need to carry out assessment regarding the actual strengths and weaknesses of systems that arise within a given framework. There is also need to consolidate the issues raising that seems familiar much as their magnitude is not understood or the effects finally. The issues to be addressed should related to the following aspects which were also raised by some of the researchers:

- Needs and expectation of management and those to whom services should be provided

- Processes in regards to work flow definition, streamlining,
- Most appropriate delivery mechanisms that could cover the larger part of the society
- Appropriate facilitation for citizen access and mechanisms to do this on a long terms basis
- Scaling up provisions that include\_ technical upgrades, geographical spread, and how this can be sustained

It is important to define coordination desired by creating functions between activities and workflows. These should address management controls and data structures and flows. By so doing, efficiency goals can be addressed and made feasible. The evaluator is of the opinion that efficiency can then be related to: efficiency of organization process, resource for the execution of the processes, market by targeting market partners, delegation, and motivation efficiency.

What is arising is that computerization as automation by itself does add its share of errors and costs. Re-engineering or government process reform should probably precede computerization. Many a times in Africa quality of governance process is questioned. This creates a problem as the quality of internal and external governance processes depends on quality governance. This has brought to bear the idea that there is need for fundamental radical action and re-thinking of government business processes in Africa and so the term re-engineering.

### iii. **Towards social Development**

Whenever e\_governance decision was made for a new innovation within the public sector, the focus was more on public delivery of services of state led changes and not so much on how this impacted on peoples livelihoods. As a result the initiative could fall short of IT infrastructure application processes that can increase possibilities of all citizens participating. This reduces the element of e\_governance for ensuring better livelihoods for the bigger population. As the focus turns to sustainable development regarding livelihoods as embedded in the projects attribute of local e\_governance development, the need for projects of this nature that leads to identification with citizens development needs do arise. The research projects did not in most circumstances translate or interface their initiatives to this dimension. The LED component was only handled by one country South Africa as a stand alone, and not as a composite of the whole.

The product of the mix between business process and e-citizen services results in community level engagement that is desirable and leads to personal development and better livelihoods. LOG-IN Africa identified this phase as the impact phase that gives value to all other processes. Infact and as rightly explored in the LOG-IN Africa project proposal, this is the impact phase. Indeed, Log-In Africa project proposal recognizes this and spells out the centrality and importance of good governance for sustainable development. The network relates this to UN Declarations such as Monterrey Consensus and Millennium Declaration. When asked about the link between the various domains of e\_administration, e\_citizen and development as perceived, the answers were varied. Some researchers stated they were not dealing with that particular phase. While others did not take the initiative to make the link. As a result, the elements such as market linkages were not always determined for their impact on peoples livelihoods, the social component of e\_local governance regarding development towards better livelihoods. The researchers who addressed this link were of the opinion that this component should be mainstreamed into the country researches and accountability process instituted to ensure the link is made at the

design phase and the implementation phase. This issue was raised by a number of the country teams. Their desire was to ensure this element was addressed in phase-II of LOG-In Africa.

#### **iv. Social aspects of e\_local governance**

Conceptual issues related to social aspects of e\_local governance such as gender did not stand out. Responses by some researchers was that their proposal was only towards the business process and not social aspects. Themes for public service reform have become multi-discipline in nature that requires addressing various components in their search for dealing with issues that affect the countries and the world at large. The question to ask in initiating any project is, 'the extent to which the country works towards meeting the needs of peoples livelihoods' within various social groups. This has a bearing on impact desired as prescribed within the project document. This thus becomes a design issue whereby the evaluator recommends that researchers should go through a process of quality and accountability before being accepted and that they should conform to the agreed upon design.

The above is guided by the trends on e\_local governance presented in the report. In the methodology it was stated that it was not possible to explore all the causal relations. There was therefore need to determine in an open forum and to come up with a consensus on what is arising from Log-In Africa activities. This should include not only experts in e\_local governance but also those in government in administration and possibly the citizen and community.

#### **v. Multi-Dimensional effects of e\_local government : Summary<sup>10</sup> of emerging themes**

Most of the work done on e-local governance is based on highly focused and locally intensive pilot projects which are experimental in nature. Much as these projects have contributed to the body of knowledge over time, the discourse arising shows that e\_governance is yet to evolved to it's potential. Internet-based technologies, that provide government information and services seems to be the driving force of what e\_governance seems to be about. The use of technology has been effective in providing easy services to clients (but only those who have access to the technology). Much as this concept of incorporation arising is helpful in increasing accountability and transparency, it focuses more on efficiency of administration. Even then this is yet to be translated and instituted to ensure social development or impact. The policy concern arising is more on the IT development, computerization of government public processes, development information systems and it's implementation to achieve good governance. This will (and should) have implications in conceptualizing the "Road Map" whose purpose is to sensitize and inform stakeholders concerning broad guidelines on e\_local governance. What is arising from the network activities closely resembles the following:

- assumptions made on e\_local governance are still broad based to influence good local governance
- that the use of ICTs can greatly increase and influence this process but the extent needs to be proven
- that the causal relationships between ICTs and innovation in local governance for socio-economic development needs to be explored further with a view of better understanding the process

<sup>10</sup>**The information the evaluator has put together is derived from the technical reports mainly, the mid-term reports and the final report on "Road Map". Experience arising from the field visits were also incorporated.**



- that specific and salient factors that inhibit impact needs to be identified, explored within a logical model approach and data profiles arising be documented in a manner that it will guide policy and practice

**Most of the issues above are recognized and have been addressed in the Log-In project document.**

## **APPENDIX : II**

### **Content Analysis of Knowledge Construction Process**

The following is a content analysis carried out to determine the extent to which there was a relationship between what was perceived from the researchers and the final product of knowledge derived.

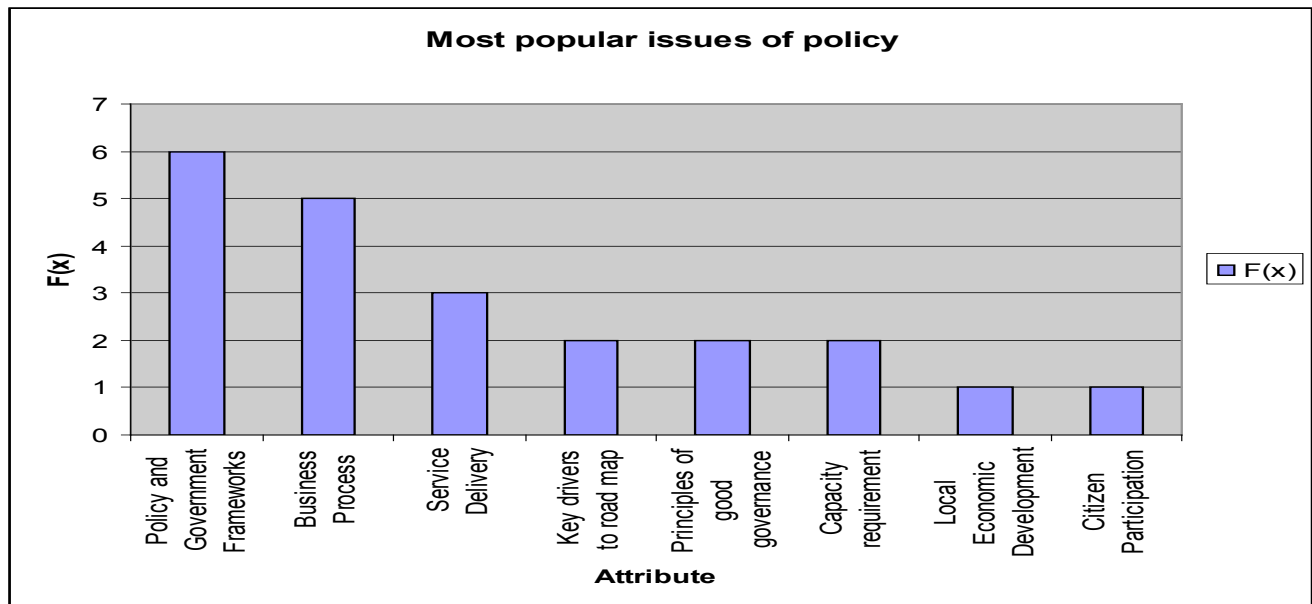
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❖ **The focus of the researches themes as conceptualized from the problem statements of the researches**

The content sought was to show research theme orientation, that is , the direction that the researches leaned towards in issues of followed by

general. The results show that policy were more popular business processes.

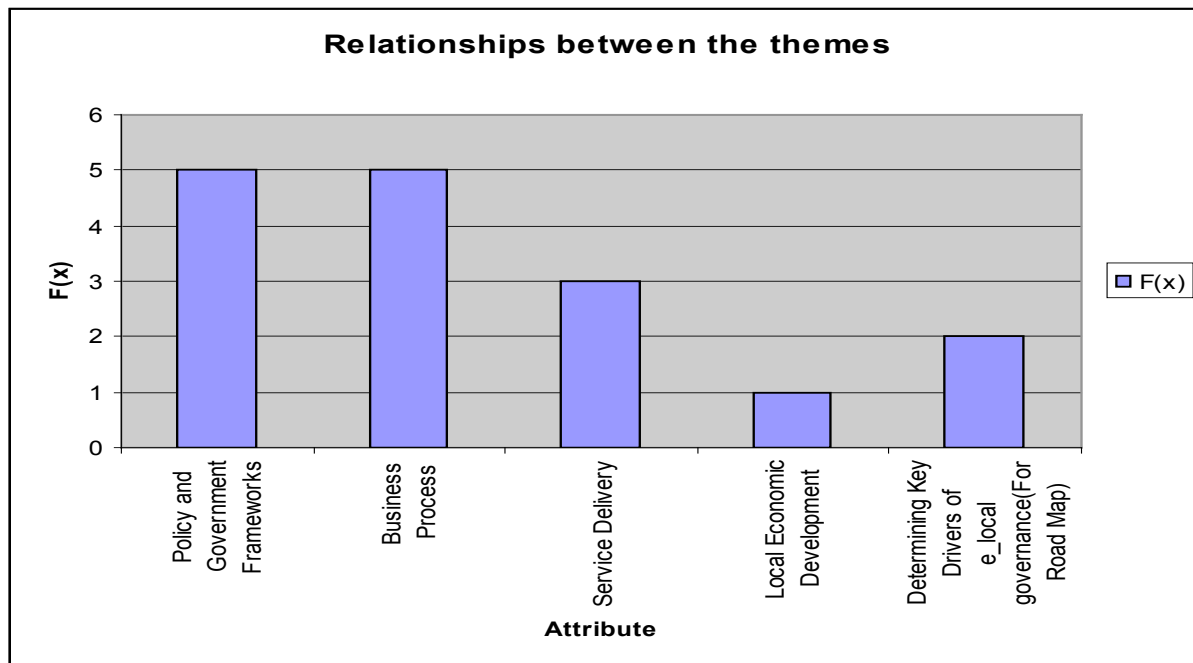
Attribute	F(x)
Policy and Government Frameworks	6
Business Process	5
Service Delivery	3
Key drivers to road map	2
Principles of good governance	2
Capacity requirement	2
Local Economic Development	1
Citizen Participation	1
	22



❖ **Congruence between themes set out for research and how these covered the LOG-IN Project Theoretical Frame**

The results show the same kind of orientation. With policy and business covered more often.

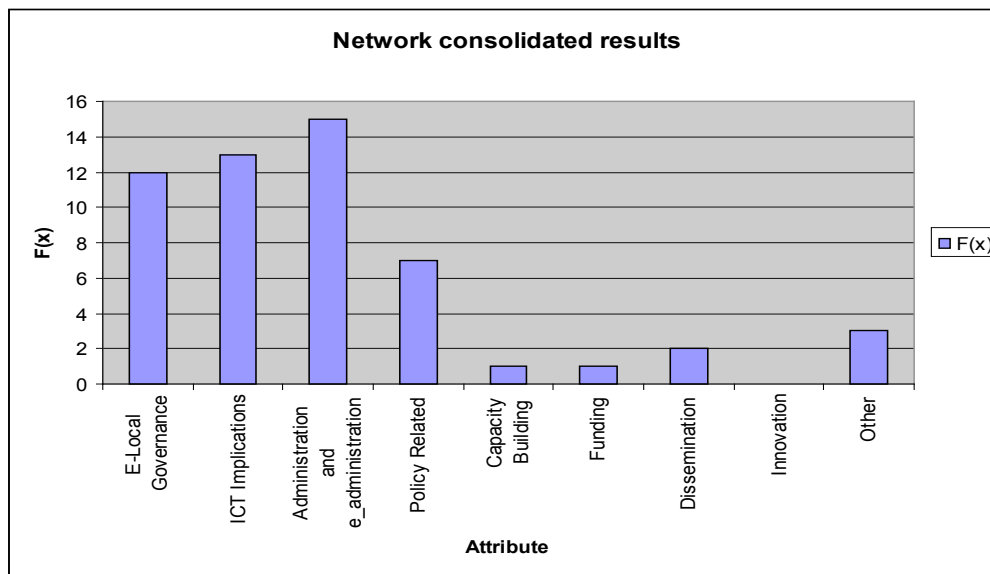
Attribute for Research	F(x)
Policy and Government Frameworks	5
Business Process	5
Service Delivery	3
Local Economic Development	1
Determining Key Drivers of e_local governance(For Road Map)	2
	17



❖ **Network Consolidated Results<sup>11</sup>: Extent to which ICT and E\_local governance elements were addressed**

A trend seems to be arising in that the same common issues seem to arise.

Attribute	F(x)
E-Local Governance	12
ICT Implications	13
Administration and e_administration	15
Policy Related	7
Capacity Building	1
Funding	1
Dissemination	2
Innovation	0
Other	3



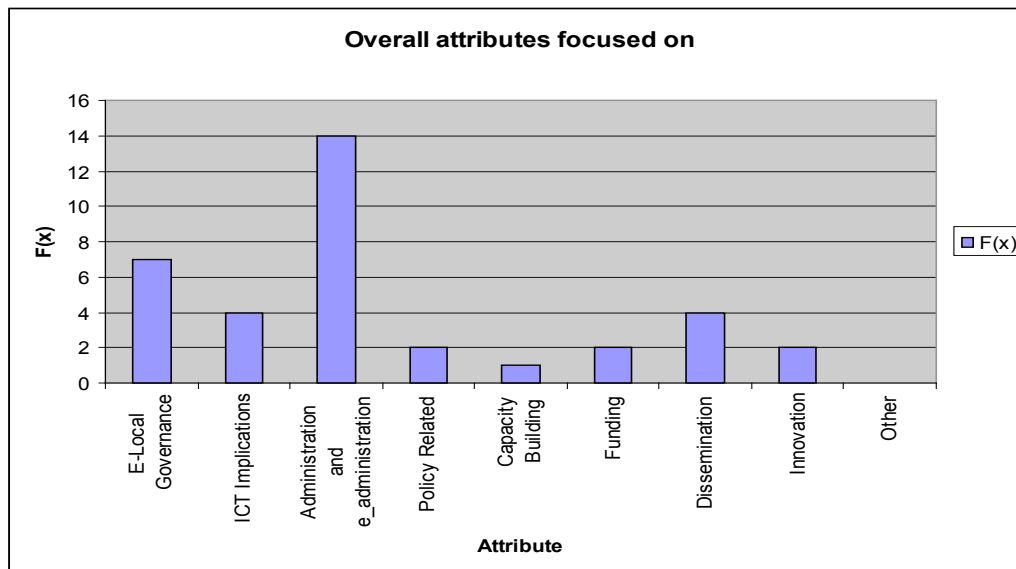
<sup>11</sup> From Log-In Africa Reports

❖ **Overall attributes focused upon: A PAN African Perspective**

**Source \_ Final Project Report**

Overall issues focused on as derived from the original researchers shows some congruence with the above.

Attribute	F(x)
E-Local Governance	7
ICT Implications	4
Administration and e_administration	14
Policy Related	2
Capacity Building	1
Funding	2
Dissemination	4
Innovation	2
Other	0



## **APPENDIX : III**

### **LOG-IN AFRICA PROJECT : SUMMARY**

This is an emergent Pan-African Network of researches and research institutions from nine countries with a purpose to assess the current state and outcomes of e\_local governance initiatives in Africa and in particular how ICTs are being used to realize good local governance. This was specifically to transform the business of government and to enable the broad inclusion of citizens in public management, public service delivery and democratic participation at the local level.

The exercise of economic, political, and administrative authority to better manage the affairs of a 'locale'

The project would be coordinated through:

The African Training and Research center in Administration for Development(CAFRAD). Role and responsibility To be developed through collaboration: A modular "Outcome Assessment Framework" with specific indicators linked to a conceptual framing of the characteristics of "Good Governance" to be adapted to the contexts.

Procedure: Research priorities will be determined by countries and research carried out in-country and coordinated within LOG-IN Africa research framework guided by the research objectives desired.

Outcome desired:

Research findings that contribute to more effective policy making and implementation in e\_local governance in Africa. The basis being: Specifically, a common assessment framework from which lessons can be drawn in examining the link between ICTs and good governance, which is defined as " the exercise of economic, political, and administrative authority to better manage the affairs of the locale.

Output:

- An integrative regional common assessment framework of the outcome of the researches carried out on e\_local governance and development
- National and regional guidelines and an implementation "Roadmap" for how to proceed in this area will also be developed.
- Empirical evidence of the dynamic, outcomes, and implications for policy and practice of the integration of ICTs in local governance systems on Africa
- A network of excellence on research and training

**Impetus for e\_local governance:**

This arose from the international debate and several Un-documents on MDGs, Monterrey Consensus on good governance for sustainable development. There is a need for sound economic policies and solid democratic institutions responsive to the needs of the people. ICTs provide a powerful tool for efficient and effective transparent governance system. Africa needs to develop capacity, strategies and mechanisms necessary to take full advantage of the opportunities offered by ICTs especially at the local level. South-South cooperation is increasingly playing a role. That while government is seen as understanding the institutional means through

which public management is realized, governance is concerned with the broader relationship between citizens and those institutions.<sup>12</sup> As a concept, e\_governance seeks to realize process of public sector management, service design and delivery and towards achieving good governance at the local level.

### **LOG-IN Africa THEORETICAL APPROACH**

#### **The Network**

The desire was for more of a set of common areas of research interests rather than common conceptual framework. The understanding arising is that research has a necessary role in social and economic development as a means to inform policy and a means to inform practice. Network Goals:

- a) To support an integrative process of collating country level research results towards a PAN-Africa picture
- b) Develop a Road Map for E\_Local Governance in Africa with value to sensitize and inform national governments (pg-16)

Longer term goals was towards building the following as an output for research or conceptual framework:

- a common framework for understanding
- a set of shared concepts and language
- examining and understanding the relationship between ICTs and emerging practices of e\_governance at local level(services, practices and instrumentalities)
- To support an integrative process of collating country-level research results to give a Pan-African picture

The network is to identify the strategies, guidelines, methods, and tools for effective and efficient implementation. Specifically the network was to:

- To provide a broad framework within which individual research maybe coordinated and integrated in support of knowledge creation and knowledge integration.
- To support the activities of the individual researches as they undertake their individual research activities

Outcome/Impact desired:

- To provide a broad framework within which individual researcher/ researches may be coordinated and integrated to support knowledge creation
- To strengthen the quality and significance of applied e\_governance research in Africa
- The characteristics desired were for the network was to be: multi-dimensional, investigative, multi-stakeholder, multi-disciplinary, multi-level, multi-functional

Outputs desired:

- To establish an open Pan\_African network

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<sup>12</sup> LOG-IN Africa proposal to IDRC, November 2005.



- To define a common framework and an acceptable methodology measurement
- To assess multi-dimensional effects of ICTs and Local Governance in Africa
- To develop guidelines for e\_local governance in Africa
- To increase awareness and reinforce institutional capacity
- To widely disseminate the research results to influence policy and practice

### **Country Level Researches:**

Action research projects in different countries while establishing a common framework of analysis and developing solutions and practical tools as appropriate. The following research issues were targeted:

- Identifying and assessing the policy and governance frameworks
- Assessing the multi-dimensional effects (political, economic, and social) that includes: business processes, service delivery, citizen participation, local economic and development, determining the key drivers for effective implantation with a view of developing the “Road Map.”

### **METHODOLOGICAL APPROACH**

The proposal was a for a network to undertake applied research as stated. There was no single methodology but methodological responses to the set research objectives. The processes included to meet the objectives of the network are:

#### **PAN-AFRICAN Research Network:**

- i. Create opportunities for interaction a month the researchers
- ii. Providing peer encouragement for individuals
- iii. To enable a vigorous discussion within the network
- iv. To encourage direct peer-to-peer links between individual researches
- v. To ensure resource sharing and peer consultation
- vi. A virtual research platform to provide opportunities for validating the findings and results of the research
- vii. To identify opportunities for testing and validating new methodologies and tools developed in course of LOG-IN Africa activities
- viii. To link with the practitioners and experts representing the African diaspora

#### **A common Framework and acceptable methodology measurement frame:**

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- i. To impose a single methodology that addresses the diversity arising
- ii. To interlink their activities, untimely for knowledge-sharing and knowledge development
- iii. Provide means to integrate the results of the research for knowledge sharing and knowledge development within a collaboratively developed research framework

Guidelines for e-Local Governance:

- i. To provide a means to engage and integrate on-going systematic research into policy and practice.
- ii. To provide a basis for linking research findings directly into policy processes as well as into project and programme design/implementation and ensure this has a direct practical relevance
- iii. To give a cross-national and regional assessment based on the collaborative developed indicators that allows for aggregation of info and comparisons
- iv. A diagnostic tool such as readiness index

## APPENDIX IV

### COUNTRY PROJECT SUMMARY

#### Country Project : MAURITIUS

**Research problem/ Objectives:**

Assessing the current status of and the barriers to the implementation of ICT in Local Government in Mauritius taking into consideration internal organisation; provision of information and service delivery; promotion of the principles of good governance; and public participation and consultation.

#### Country Project : MOROCCO

**Research problem:**

An action research intended to extend e\_government research experience of eFez to Larache' with a view to learn, adjust and further enhance Moroccos' Road Map. The idea was to create a cross-fertilizing synergy between the two towns.

#### Country Project : KENYA

**Research problem/ Objectives:**

The overall objective was to assess the influence of computerized local authority integrated financial operational management systems (LOIFOMS) on local governance using two local authorities\_Mavoko and Nyeri.

Output:

#### Country Project : South Africa

**Research problem/ Objectives:**

To investigate and determine capacities required to implement ICTs; internal organisation factors; type of practice and application for ICTS to improve service delivery; Measures and resources required to develop capacities for Local Governments

#### Country Project : EGYPT

**Research problem/ Objectives:**

The purpose is to conceptualise a best practice and formulating a methodology for service delivery processes that serves as a means for improved service processes of government, better information and service delivery and increased transparency.

**Country Project : ETHIOPIA****Research problem/ Objectives:**

The purpose is to pose and answer the following: level of ICT usage for local governance; e-local governance readiness; ICT as an enabler to citizen participation; factors that impact upon implementation of e-local governance; the appropriate road map that is speedy and is cost effective

**Country Project : MOZAMBIQUE****Research problem/ Objectives:**

The purpose of the research is to analyse how the government through existing project initiatives is deploying ICTs to empower it's development and support local communities development.

**Country Project : UGANDA****Research problem/ Objectives:**

The purpose was to inform and support and orient African countries in their policies concerning the application ICTs as an element in local governance.