

WHY FEW E-GOVERNANCE PROJECTS ARE SUCCESSFUL?: CASE STUDY OF KINONDONI MUNICIPALITY IN DAR ES SALAAM, TANZANIA

George Bea¹ and Edmund Matotay²

1 Mzumbe University – Morogoro, Tanzania

2 Mzumbe University – Morogoro, Tanzania

ABSTRACT

This paper examines factors that improved performance of the Kinondoni Municipal Councils E-government Project, as among the few successful projects in Dar es salaam, Tanzania (Menda, 2005). The study was prompted by the World Bank's (2004) statement that majority of e-governance projects (85%) in developing countries are either total or partial failure. Researchers then decided to study this interesting phenomenon so that success factors to be noted could be used as lessons to improve performance of other e-governance projects in the country. Both qualitative and quantitative data were collected using semi-structured interviews supplemented by document analysis. A total of 35 respondents interviewed, were selected using purposive sampling procedure. Data were analysed descriptively and were presented in tables and percentages. Internal and external changes brought by the project were respectively examined using strategies for implementing ICTs in organisations which are: Business Process Automation (BPA), Business Process Improvements (BPI) and Business Process Re-engineering (BPR), and the three domains of e-governance i.e. e-administration, e-services and e-society. These show benefits realized by the Municipality.

Success factors noted from the findings include: funding from the Municipality, support from top management and staff, increase in the need of using computers, commitment of the ICTs' staff, proximity to computer accessories and customization of the systems. Challenges encountered and benefits realized were also examined.

The paper argues that other local government authorities that have e-governance projects including those which expects to establish the said projects need to learn success factors from KMC e-governance project so that they can improve performance of their projects for the benefits of their staff and citizens.

1.0 INTRODUCTION

Information and communication technology projects commonly known as e-governance projects have improved performance of public institutions. This is in line with the observation that e-governance projects are capable of improving organizational performance if appropriately used (Soeftestad and Sein, 2003: 63). Due to these perceived importance of e-governance projects in improving organisation performance, majority of countries have rushed into establishing e-governance projects, as argued, “more than 90% of all developing countries now practice e-governance” (Alampay and Umali, 2007: 2).

Despite this rush aimed at benefiting from ICTs, performance of the majority of e-governance projects in developing countries including Tanzania is not promising, as argued that, ‘85% of all e-governance projects in developing countries are either total or partial failure’ (Institute for e-Governance, 2004: 1: World Bank, 2004). This view reflects the truth of the performance of Temeke and Dar es salaam City Council’s e-governance projects, which are also not encouraging as explained in Section Three.

Despite the large amount of failures reported, there are few e-governance projects which are performing well, such as the Kinondoni Municipal Council (KMC) project in Dar es salaam, Tanzania. This study therefore, aims to examine KMC’s e-governance project to determine factors which have improved its performance. Lessons to be drawn from this project may help to improve performance of other e-governance projects in other local government authorities in Tanzania.

This paper is divided into nine sections including this introduction. Section two is about conceptualizing e-governance, section three is e-governance initiatives in Tanzania, while section

four is literature review. Section five is methodology used in the study and section six is the KMC's e-governance project in a nutshell. Section seven is changes brought by the KMC's project, section eight is factors which have improved performance of the KMC's e-governance project and section nine is the conclusion.

2.0 CONCEPTUALIZING E-GOVERNANCE

Electronic Governance (e-governance) refers to the process of delivery of government services and information to the public using electronic means (Bhatt, 2007: 1). The use of ICT in governance enables government to broaden the involvement of citizens and make it possible for them to participate in government's decision and policy-making processes. It also enables government to provide better and faster services, extend its outreach and access even in the remotest areas (Alampay and Umali, 2007: 6).

The government of Tanzania also acknowledges importance of ICT in improving government's services as explicitly stated in the national ICT policy that, "all forms of public utilities and services can be significantly improved and expanded by embracing ICT" (United Republic of Tanzania, 2003: 17). This recognition of the power of ICT in improving performance of public institutions has made Tanzania government to start e-governance initiatives at central and local governments.

3.0 E-GOVERNANCE INITIATIVES IN TANZANIA

In Tanzania e-governance initiatives started both at central and local governments as part of the public service reform programme which seeks to improve revenue collection, accountability and transparency in service delivery (United Republic of Tanzania, 2003: 7). Among the local government authorities which have established e-governance projects include: Temeke, Dar es salaam City Council and Kinondoni Municipal Council.

As compared to Kinondoni Municipal Council, the performance of Temeke and Dar es salaam City Councils' e-governance projects are not encouraging. These projects are not performing well because they are not independent in that they have been placed under other departments as observed that, 'in those two local councils ICT operation was not recognized as independent units' (Cammi, 2006: 91). The author continued to state that, "the case of Dar es salaam City Council is particularly grave, where the existing ICT Unit had been removed and consolidated under the Statistic and Planning Unit (Cammi, 2006: 91). The author calls this as a short-sighted decision and he strongly recommends the management to review its decision as soon as possible (Cammi, 2006: 91-92). To get a holistic picture of factors that have improved performance of KMC's e-governance project there is a need to review other e-governance projects which are performing well. This is useful in determining whether or not the factors responsible in improving performance of e-governance projects are the same or they differ from one country to another.

4.0 LITERATURE REVIEW

Review of literature about e-governance projects which are performing well were made from four selected continents, namely: America, Europe, Asia and Africa.

4.1 America

In Mexico, e-governance has been initiated by registering over 500 government domain names (Mutagahywa *et al*, 2007: 12). These sites provide information on government services, with data and references to other sources of information. The Mexican government provides information on competitive procurement opportunities of its 33 local government authorities through a compranet service. Additionally it is able to offer several online services to contractors and suppliers to enable them to search for information on their contracts and payments.

Citizens on the other hand are able to access public registry records to obtain copies of birth and property certificates and accept credit card payments. The sites also provide information that save time and paper work when dealing with government procedures.

Some of the benefits of this project include:

- Aligning ICT-investment with international technical and business standards,
- Simplifying and integrating government services, drastically reducing the time citizen and business spent obtaining and submitting information from and to the government,
- Increasing government transparency and anti-corruption,
- Improving government finances through enhanced revenue collections and cost reductions,
- Improving business environment for private sector development and attracting foreign direct investment,
- Upgrading of government staff skills, facilitating ICT awareness skills training with large population (Mutagahywa *et al*, 2007: 12).

Some of the factors which have improved performance of the Mexican e-governance project include: commitment of the government in funding the project, computer literacy among government's staff and ICT awareness among the public. All these factors contributed in improvement of the project due to support from both top management and lower level staff.

4.2 Europe

According to Grimsly *et al* (2005) the CASweb e-governance project in London (UK) was established to address the risk of excluding some individual citizens and communities from accessing computerized e-governance services. This is in line with

the argument that, “in the context of the rapid rollout of e-governance services demanded by UK government policy, there was a perceived risk that not only individual citizens, but also the community organisations upon which they depended, might be excluded from accessing electronically-mediated government services” (Grimsly *et al*, 2005: 6). Hence, the goal of the CASweb project was to address this forthcoming risk of digital divide among its communities (Grimsly *et al*, 2005: 6). Operationally, CASweb aims to facilitate networking and cooperation among all community advice agencies so that they can share awareness of each other, discuss joint policies, strategies, and to develop inter-agency approaches in tackling their clients' problems holistically (Grimsly *et al*, 2005: 6).

The success of the project according to authors, came as a result of the achievement of its aims through combination of various factors such as availability of human capital i.e. skills in managing and operating ICT tools, support from stakeholders, adequate funding, introduction of political and financial incentives (Grimsly *et al*, 2005: 6-7).

4.3 Asia

A study by Rahul (2006) in India shows that Bhoomi land record digitization project is a successful project in that it has achieved its objectives as argued, “Bhoomi meets all of its stated objectives except one of generating management information system reports and to this extent is a successful system” (Rahul, 2006: 321). Some of the noted improvement at Bhoomi include: ease of using the system, less time to obtain a certificate and reduced bribery as argued, “three percent (3%) of users had to pay bribe with the new system as opposed to 66% in the manual system” (Rahul, 2006: 321). Other success include: improvement in revenue collection as argued, “revenues collected at Bhoomi kiosks is sufficient to cover operating costs of the kiosks (with some

surplus left over), so the project is self-sustaining” (Rahul, 2006: 321).

Likewise, Bhoomi system has also improved transparency in service provision to local people, i.e. land owning farmers are able to easily access their land certificates with the new electronic system than the previous manual system. Access to information has also been improved through easy electronic communication among citizens. The technology of touch screen interaction, instant printing and bio-login procedures that have tamper-proofed the records (Rahul, 2006: 321), have informed citizens who were not aware of the immense power of ICT. According to the author, citizens who did not have access to digital devices have learned about ICT and are beginning to experience various possibilities of ICT (Rahul, 2006: 321). Due to its success story, Bhoomi has won international recognition and within India, the central government is planning to implement it across the country as a model of land records digitization (Rahul, 2006: 321).

4.4 Africa

In Uganda a study by Jager and Reijswoud (2006) shows that the District Administration Network Programme (District.Net) faced several challenges during implementation such as delay in dissemination of information and information getting lost. However, after the implementation of the programme, some improvements were noted, these include: timely delivery of data and timely feedback using electronic means such as emails (Jager and Reijswoud, 2006: 10).

Similarly, performance of the Ministry of Local Government in Uganda (MoLG) has also improved due to reduced workload which enabled it to get adequate time to concentrate on important functions such as analysis of information and decision making. This is supported by the argument that, “MoLG can now work more efficiently and effectively because it is no longer responsible

for digital recording, thus allowing more time for analysis and informed decision-making (Jager and Reijswoud, 2006: 11).

Despite the few challenges, the District.Net seem to be a promising programme due to good cooperation from all stakeholders during the programme implementation as argued, “the system is a unique example of e-administration and e-services for East Africa, and it has had an enormous impact on the government planning in the four pilot districts” (Jager and Reijswoud, 2006: 11).

According to the literature, the major factors which have improved performance of the reviewed projects are as follows: funding from governments, computer literacy among the staff, ICT awareness among the public, availability of ICT skilled staff and financial incentives extended to them. The major benefits of the reviewed projects includes: improved transparency in service provision, reduction of time the citizens spent in obtaining and submitting information to the government, training government’s staff with ICT skills and improved government revenue collection and cost reduction. Some of these factors have also been noted at KMC’s e-governance project as shown in section eight. This shows that the findings of this study relate to some extent with the findings of the previous researchers in e-governance field.

However, some of the factors noted in this study differ from those of the reviewed projects. This reflects the fact that, despite the topics being the same, findings of one’s study may differ slightly or significantly with those of previous researchers, due to environmental differences of the areas in which studies were conducted.

5.0 Methodology

The study in which this paper is based, used a mixed approach in studying factors which have improved performance of KMC’s e-

governance project. Both qualitative and quantitative data were collected from primary and secondary sources, using interviews and document analysis respectively. Data were analysed descriptively and were presented in the form of text, tables and percentages.

5.1 Sample and Sampling Procedure

The sample of 35 respondents was drawn from two main groups of stakeholders i.e. from management and the lower level staff. From the management, there were two groups i.e. Heads of Department and Heads of Section. From the lower level staff, there were also two groups i.e. staff from the Municipal Headquarters and those in the Wards. This was done to get ideas and perspectives of respondents with different characteristics basing on their two aforementioned groups. The breakdown of respondents between the said two groups has been shown in Table One below:

Table 1: Groups of respondents

Groups	Subgroups	Respondents
KMC's Management	Heads of Department	6
	Heads of Section	13
Lower level staff	Department's staff	6
	Ward's staff	3
	Street's staff	7
Total		35

Sample Selection

The 35 respondents included in the sample were selected from different departments and sections for the purpose of getting different perspectives as per their groups that is useful for analysis and discussion. The respondents from the management group were selected from each department and the same was done for sections of the Municipality with computers. Staff from the Wards

and Streets who were included in the sample are those whose Wards and Sections had computers. The intention was to get representative sample among the Municipal departments, sections, wards and streets with computers. These people provided useful insights on how computers/ICT systems in their respective departments, sections and wards operate in enhancing e-governance.

In selecting the sample, the purposive sampling procedure was used. This procedure is useful when researchers had a purpose in mind. For this case, the purpose was to examine factors which have improved performance of the KMC's e-governance project from the perspective of stakeholders who have access to ICT equipment.

6.0 Kinondoni Municipal Council's E-governance Project in a Nutshell

The KMC's e-governance project in Dar es Salaam started in 1999 as a first pilot project among the local authorities in Tanzania (Menda, 2005: 2). Therefore, Kinondoni is the first Municipality among 133 local government authorities in Tanzania to initiate e-governance project.

Some of the main challenges that triggered establishment of the project include: poor service delivery and loopholes in revenue collection. This is because most activities were manually processed and were largely ineffective and inefficient. Transparency was limited by slow flow of information that impeded direct access to KMC public services. Due to lack of computerized management information system (MIS), KMC resources were poorly managed, that affected service provision to the citizens. This is mainly because there were no information systems that could have improved performance of the Municipality. In addressing the said challenges, the Institute for International Cooperation and Development (IICD) was

approached and it provided the first 120 computers for the project (Menda, 2005). Currently, there are 256 computers in use most with internet access.

The main consultant for the project was the Commission for Science and Technology (COSTECH) which greatly assisted in implementing the project. A pilot Management Information System (MIS) for the top management was established including databases for various records and services such as tax collection, health and education. Manual activities were computerized to facilitate good governance and to accelerate public service delivery. Some of the benefits realized include: improvement in service delivery, speed in processing matters pertaining to foreign trade and investment, reduction of loopholes of corruption in the realm of business licensing and tax collection (Menda, 2005: 3). In acknowledging benefits brought by the project, the management of KMC has publicly declared that the project has boosted revenue collection in all sectors and has reduced to the minimum the public complaints about victimization, favouritism and corruption in tax procedures (Menda, 2005: 3). NUFU's study in 2008 also noted improvement in revenue collection from Tsh. 5 billion in (2005/2006) to Tsh. 8 billion in 2006/2007 (NUFU, 2008: 7).

Due to its remarkable success, the project was commended as among those projects which bear the characteristics of modern ICT as new engine for development. That is, it has efficient interactivity, permanent (24 hour) network availability, a global reach through the Internet and has reduced costs. This success enabled the project to get recognition from UN as observed that, "the project embodies exactly what the United Nations Millennium Development Goals (MDGs) specify: "People centred development" (Menda, 2005: 3).

7.0 Changes Brought by the KMC's E-governance Project

ICTs' projects often results in some changes either within or outside the organisation as observed that, "Information and Communication Technologies are important initiators and drivers of change in an organization" (Jager and Reijswoud, 2006: 3). The internal and external changes brought by KMC's e-governance project are as explained below:

7.1 Internal Changes

In examining internal changes researchers used three strategies for implementing ICT in an organization as follows: Business Process Automation (BPA), Business Process Improvement (BPI) and Business Process Re-engineering (BPR) (Dennis and Harley 2000, cited in Jager and Reijswoud, 2006: 3).

7.1.1 Business Process Automation (BPA)

The goal of BPA is to increase work efficiency by automating the existing processes. That is, manual processes are supported or replaced by automated processes. For example, data is no longer stored in paper files, but a database management system is introduced to manage information, however, the same information as before is stored without considering its quality and usefulness.

At KMC most data have been automated in various departments such as Administration, Finance, Health and Transport, including the installation of Management Information Systems that manages data to improve good governance. This was stated in the national ICT policy that, " internal working processes may be strengthened by investing in the appropriate use of office systems to support information flows leading to greater accuracy and timeliness of executive decision making" (United Republic of Tanzania, 2003: 7). Therefore, to a large extent, the project has succeeded in implementing BPA.

7.1.2 Business Process Improvement (BPI)

The goal of BPI is to reconsider the processes used and information stored and to improve upon them by introducing some moderate changes that are generally incremental or evolutionary in nature (Jager and Reijswoud, 2006: 3). The new practice is enhanced both through making the users more efficient and by changing how processes work in order to make them more effective. In practical terms, this means that processes are examined carefully to see whether existing problems can be eliminated during the introduction of ICT. However, BPI does not lead to completely new processes or new tasks of an organization, since it builds on the existing processes.

At KMC some work processes have been changed for the purpose of making improvement. For instance, after the introduction of revenue collection systems such as Property tax, Billboard and City service levy as stated in Section Three, the payment systems were changed from manual to electronic to improve service provision. In addition, various advertisements were posted in notice boards to notify clients not to accept manually processed receipts which provided rooms for loss of Municipal revenues. This shows that KMC has to some extent implemented BPI in an attempt to improve work processes, speedy service delivery and revenue collection.

7.1.3 Business Process Re-engineering (BPR)

BPR focuses on the fundamental and critical rethinking of an organization processes. After the introduction of ICT's, the organizational processes are evaluated, changed or eliminated and new processes are added in order to improve performance in terms of costs, service delivery, quality and speed (Jager and Reijswoud, 2006: 3).

At KMC some systems underwent fundamental and critical rethinking in the Finance Department for the purpose of making

improvement. An example of the system which was changed to improve work performance is the Property tax system. This system was started in 2006 with Visual Basic 6 (VB6 as an operating system), but as time went by, it was changed to Dot.Net operating system which support uploading of pictures and sending of small messages online. This was done to rectify its inherent shortcomings so as to meet not only the needs of users but also to cope with changes in technology.

By changing the existing systems/software to make them more effective, the Kinondoni Municipality seems to have implemented BPR for the purpose of achieving better improvement in revenue collection.

7.2 External Changes

In determining changes outside the organization regarding e-governance areas at KMC, three domain of e-governance which covers those areas were examined: i.e. e-administration-improving government processes, e-services-connecting individual citizens with their government and e-society-building interactions with and within the civil society (Heeks, 2001 cited in Jager and Reijswoud, 2006: 3-4).

These three domains which are seldom separate in their implementation in that they involve overlapping activities as part of the same initiative are as shown below.



Figure 1: Overlapping domains of e-Governance (adopted from Heeks, 2001 as cited in Jager and Reijswoud, 2006: 3-4)

7.2.1 E-administration

The main purpose of e-administration is to improve processes as indicated in figure one, i.e. the internal working processes of the public sector are improved by cutting process costs through proper management of information.

At KMC the internal working processes have been improved to some extent. For instance, in some departments such as Finance, revenue collection has been improved by using various systems of revenue collection stored in one programme known as Municipal Revenue Collection Manager (MRECOM). Through these systems, the cost of tax collection has been greatly reduced in that the systems have all the required details of each revenue source i.e. individual properties and people owning them. As a result, individuals and companies within KMC's jurisdiction are paying promptly knowing that failure to do so may necessitate the Municipality to take legal measures against them.

7.2.2 E-services/E-citizens

This domain focuses mainly on improving service levels of government towards its citizens. At KMC service delivery to the citizens has been improved to a large extent particularly in those departments and sections which were supplied with computers. These computers which were installed with various management information systems facilitated automation of data, work processes, typing, printing and retrieval of information.

On the other hand, e-citizens which focus on connecting citizens with their government for the purpose of improving relationships and information flow between them, has not been greatly achieved. This is because the Municipal Website which contains email addresses of all KMC's Councillors, Heads of Department and Section is not effectively used for official communication. This has raised complaints from staff about delays and lack of feedback from management regarding issues sent to them. As a result, the majority of KMC's staff and citizens have stopped visiting the Website. This problem needs to be addressed to enable staff and citizens effectively use KMC's Website for information and communication.

7.2.3 E-society

E-society initiatives extend from the previous e-services domain by focusing on institutional stakeholders, such as private sector, service providers and other public agencies. This has also been achieved to a larger extent because the KMC's Website has got links with external institutions to speed up communication. Some of these institutions include: Ministry of Local Government, Tanzania Revenue Authority, National Examination Council of Tanzania and Commission for Science and Technology.

8.0 Factors that have Improved Performance of KMC’s E-governance Project

There are six factors which have improved performance of KMC’s e-governance project as shown in Table 2 below. These factors are discussed below:

Table 2: Factors that have improved performance of KMCs e-governance project:

** Number of all respondents = 35*

No	Factors	Respondents	Percent (%)
1	Funding from the Municipality	29	83%
2	Support from top management and staff	22	63%
3	Increasing need of using computers	18	51%
4	Commitment of the ICT’s staff	5	14%
5	Proximity of Computer accessories	1	3%
6	Customization of the systems	1	3%

NB. In Table 2 above percentages were obtained by dividing the number of respondents stated each factor by the total i.e. 35. Also the sum of percentages is more than 100 because each respondent stated more than one factor in this category.

8.1 Funding from the Municipality

According to the majority of respondents (83%) funding is the most important factor that has improved project’s performance as clearly stated by a respondent below.

Case No.1: Funding improves project's performance

According to the female respondent from the ICT Unit, when the project started in 1999 as a pilot project, it received funding support and computers from COSTECH and IICD. In 2000 when the project was turned into a unit under the Municipal Director's office, the Municipality took all the responsibilities of funding, staffing and managing it. She continued to state that since then the performance of the project has been encouraging because it was receiving funds annually from the Municipality based on the budget prepared. According to her, the funding for the three consecutive years was as follows: in 2006/2007 Tsh. 170 millions, 2007/2008 Tsh. 180 millions and from 2008/2009 Tsh. 200 millions. According to her, this trend of funding seems reasonable though not adequate due to increasing need for ICT services from the staff and citizens.

According to this respondent, it can be noted that, funding has improved performance of KMC's e-governance project. Importance of funding in improving performance of e-governance projects has also been stated in the national ICT policy that, "Government shall annually allocate funds equivalent to a reasonable proportion of GDP for ICT deployment, diffusion and universal access" (United Republic of Tanzania, 2003: 10). Hence, there is a need for other local government authorities to allocate adequate budget to make their e-governance projects sustainable. This is useful due to diminishing donors' assistance.

8.2 Supports from Top Management and Staff

Sixty three (63%) of respondents stated that the project enjoyed a great support from the last the first director who was among the initiators of the project and his successor as illustrated by a respondent below.

Case No. 2: Top management support improves project's performance

According to the respondent from the Human Resources and Administration who preferred anonymity, the project enjoyed great boot up from the first director and his successor who seemed to be pro-ICT. These leaders supported provision of computers to all departments, sections, wards and streets of the Municipality. The first director did a lot of renovation, purchase and installation of computers particularly in the Land Section which had a lot of complaints from staff and citizens due to the difficulty of getting land documents because of smallness of the office and piling of files with no proper arrangements. In addition, the majority of staff and in particular the revenue accountants fully supported the project by accepting its installations without any resistance.

Currently, the emphasis of providing computers to the remaining departments, sections, wards and streets of the Municipality has slowed down.

As it can be noted, the support from top management and staff is useful in improving not only the performance of the project but also in making it sustainable. This is in line with the observation that, “highly supportive management at Kinondoni was a fundamental success factor of the project” (Cammi, 2006: 14).

Therefore, the original plan of providing ICT equipment to the remaining departments, sections, wards and streets of the Municipality needs to be continued. This will enable all the Municipal offices in particular those in the wards to be connected to the headquarters’ with the effective communication channel (s) such as the internet for realization of benefits of e-governance by all the KMC stakeholders.

8.3 Increasing Need of Using Computers

This has also improved projects performance as stated by 56% of respondents. According to them staff in various departments and sections pressed to be given computers so as to do away with manual activities. This pressure forced the management to purchase more computers and to extend local area network (LAN)

within the offices to improve communication and service provision to the public. This increasing need for computers shows increasing awareness of the importance of using ICT services among the KMC's management, councillors and staff. Therefore, management in other local government authorities intending to establish e-governance projects needs to take measures that can enable their staff understand importance of using ICT services in improving performance of their jobs for their own benefits and that of their citizens at large.

8.4 Commitment of ICT's Staff

This has also contributed to the improvement of the project's performance as stated by 14% of respondents. According to them, the ICT's staff had been active in ensuring that all the Municipal departments and sections gets high quality computers and reliable internet services. They stated that, in case of a computer defect, the responses from ICT's staff had been encouraging, i.e. they come faster whenever contacted for troubleshooting of computer problems. This concurs with the argument that, "the dedicated persons hired at KMC to carry out ICT operations have improved project's performance (Cammi, 2006: 91).

To maintain commitment of these staff there is a need for them to be given incentives so as to motivate them for their hardworking spirit as done at Temeke Municipality. This will also help to minimize the problem of brain drain as argued, 'policy challenges involve developing remuneration, incentive packages for the ICT skilled staff with a focus on retention scheme for skilled workers so as to move from brain drain to brain gain' (United Republic of Tanzania, 2003:14).

It can therefore be noted that commitment is a pre-requisite for success of any activity, as it can neutralize existing obstacles. Some of the challenges confronted at KMC include: lack of electricity in some wards offices, fear that computers might make

redundant some clerical staff, inadequate ICT personnel, low speed of the internet and transfer of staff. Although challenges always exist, projects' implementers need to identify existing challenges and take necessary strategies of overcoming them for successful implementation of their projects.

8.5 Proximity to Computer Accessories

Majority of shops selling computer accessories are found in Dar es salaam City where KMC's e-governance project is located. This proximity of shops has also improved project's performance because it does not take too long to get a required accessory if funds are available. This advantage may not be enjoyed by e-governance projects in other local government authorities located in remote areas with few shops selling computer accessories compared to those in Dar es salaam City.

8.6 Customization of the Systems

At KMC, management information systems were customized by the consultant who designed the systems to suit the needs of KMC's users. These systems were designed to show who initiated the payment, approved it and whether or not it originated from the Headquarters or from the Wards. This has improved project's performance as stated by a respondent from the ICT Unit that customization is a big factor that contributed to the success of the KMC's e-governance project. This shows the need of ICT's staff at KMC to keep on monitoring performance of the project and to customize new systems to suit the needs of their users (Pathak and Prasad, 2005: 450).

9.0 Conclusion

This study has identified six factors which have improved performance of KMC e-governance project, including benefits realized after the project has kicked off, and some challenges encountered during implementation, as highlighted in section 6 and 8 respectively. These factors may help as lessons to other

local government authorities to enable them improve performance of their e-governance projects. As it can be noted, majority of factors which have improved performance of the KMC's e-governance project are the same as those which have improved performance of the projects reviewed in Section Four. However, two factors which have improved performance of the KMC's e-governance project namely: proximity of shops selling computer accessories and customization of systems have not been noted to have improved performance of the reviewed projects. This shows that findings of one's study may differ with those of previous researchers even though the topics are the same. This difference can be attributed to the environmental context in which studies were conducted.

References:

- Alampay G., and J. Umali., (2007). High Benefits, Pro-Poor e-Governance Applications Identifying ‘Killer Applications’ and Best Practice Models of e-mf. Accessed on 16th May 2009.
- Bhatt, N., (2007.) E-Governance Frameworks: Agenda Ahead, a research paper. <http://www.iisjaipur.org/iiim-current-07/OORJA%20May%20Aug%2007/06Reseek.pdf> Accessed on 16th May 2009.
- Cammi E., (2006). Information and Communication Technology Strategy for Local Government in Tanzania: a case study of Dar es salaam City Council., Mastersn Thesis, Stuggart University, February. <http://www.kmc.go.tz/english/download/ErikaCammi-EGovernmentTanzania+.pdf>, Accessed on 25th May, 2009.
- Grimsly *et al.*, (2005). Capital Accounting: Evaluating E-government Projects from a Community Development, E-Government Workshop, September 2005, Brunel University, London (UK). <http://www.iseing.org/egov/eGOV05/Source%20Files/Papers/CameraReady-26-P.pdf>. Accessed on 11th February 2009.
- Institute for E-Governance, (2004). Most –governance Projects Fail, The Institute for E-Government, University of Potsdam. http://www.unipotsdam.de/db/elog/ifgcc/Index.php?option=com_Content&task=view&i d=7294&Itemid=&lang=de.DE Accessed on 25th February, 2009.
- Jager, A., and V. Reijswoud, (2006). E-Governance - the Case of District.Net in Uganda”, a research paper, October. <http://www.ftpiicd.org/files/temp/Uganda-DistrictNet-full-report.pdf> Accessed on 6th April 2009.
- Menda, A., (2005), “Computerizing Local Government in Tanzania: the Kinondoni experience <http://www.iconnect-online.org/Articles/iconnectarticles.2005-11-03.7167670235> Accessed on 11th May 2009.

- Mutagahywa B. *et al*, (2007). A Review of E-government Related Interventions in PSRP Phase I and Advice on a Strategy Framework Towards PSRP Phase II'', Dar es salaam: United Republic of Tanzania
- NUFU, (2008). E-Governance Initiatives in Tanzania, Unpublished Report.
- Pathak, R. D., and R. S. Prasad, (2005). Role of E-governance in Tackling Corruption: The Indian Experience, In the Role of Public Administration in Building a Harmonious Society-NAPSIPAG, edited by Raza Ahmad.
- Rahul, D., (2006). Evaluation of E-Government Systems: Project Assessment vs Development Assessment'' a research report www.iimb.ernet.in/~rahulde/Egov2006DevEval_Rde.pdf
Accessed on 9th February 2008
- Siddiquee, N. A., (2005). Innovations in Governance and Service Delivery: E-governance Experiments in Malaysia''. In the Role of Public Administration in Building a Harmonious Society-NAPSIPAG, edited by Raza Ahmad.
- Soeftestad, L.T., and M. K. Sein, (2003). ICT and Development: East is East and West is West and the Twain may yet meet''. In Krishna S. and S. Madon (eds.) *Th Digital Challenge: Information Technology in the Development Context*, Ashgate: Aldershot.
- United Republic of Tanzania. (2003). National ICT Policy, Ministry of Communications and Transport, March.
<http://www.tzonline.org/pdf/ictpolicy2003.pdf>
Accessed on 29th April, 2009.
- World Bank, (2004, November, 8). Most Third World E-governance Projects Fail: World Bank.
The Sydney Morning Herald. Retrieved from <http://goo.gl/ZBU45z>