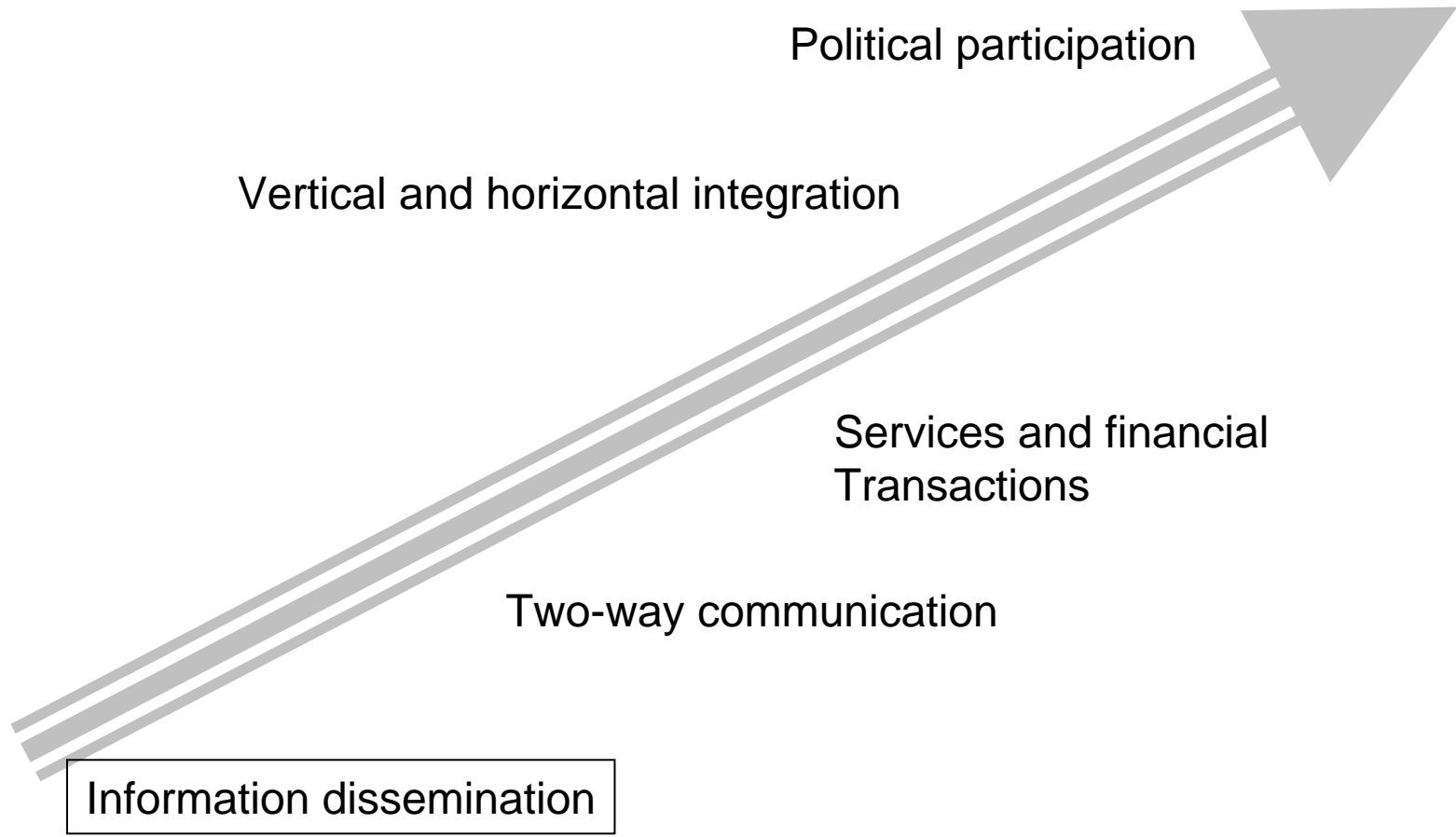

Assessing International Fiscal and Monetary Transparency:

The Role of Standards, Knowledge Management, and
Project Design

Bryane Michael, Oxford University
(with Michael Bates, Oxford Analytica)

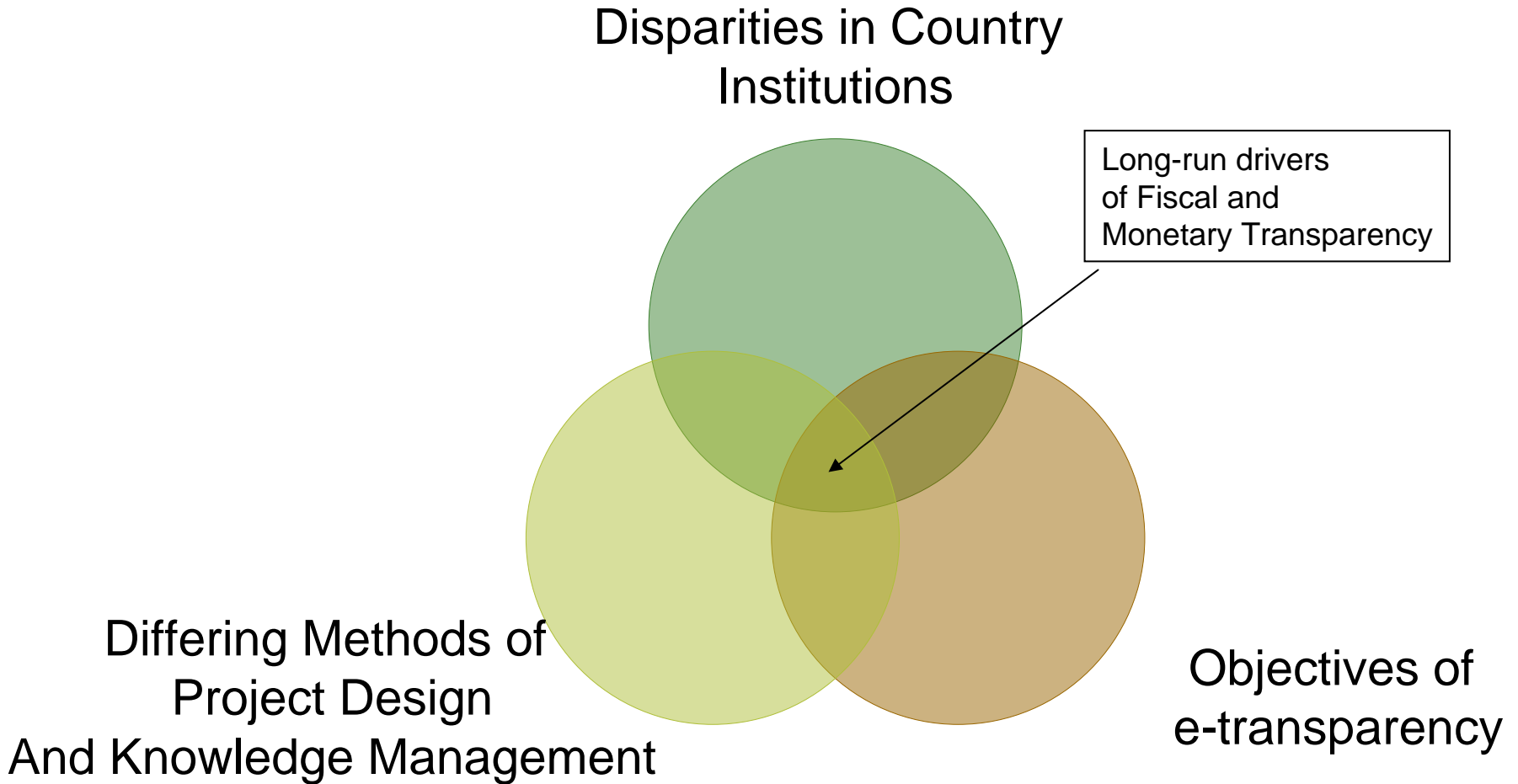
A Teleology of e-Government



Source: Hiller and Belanger (2001)

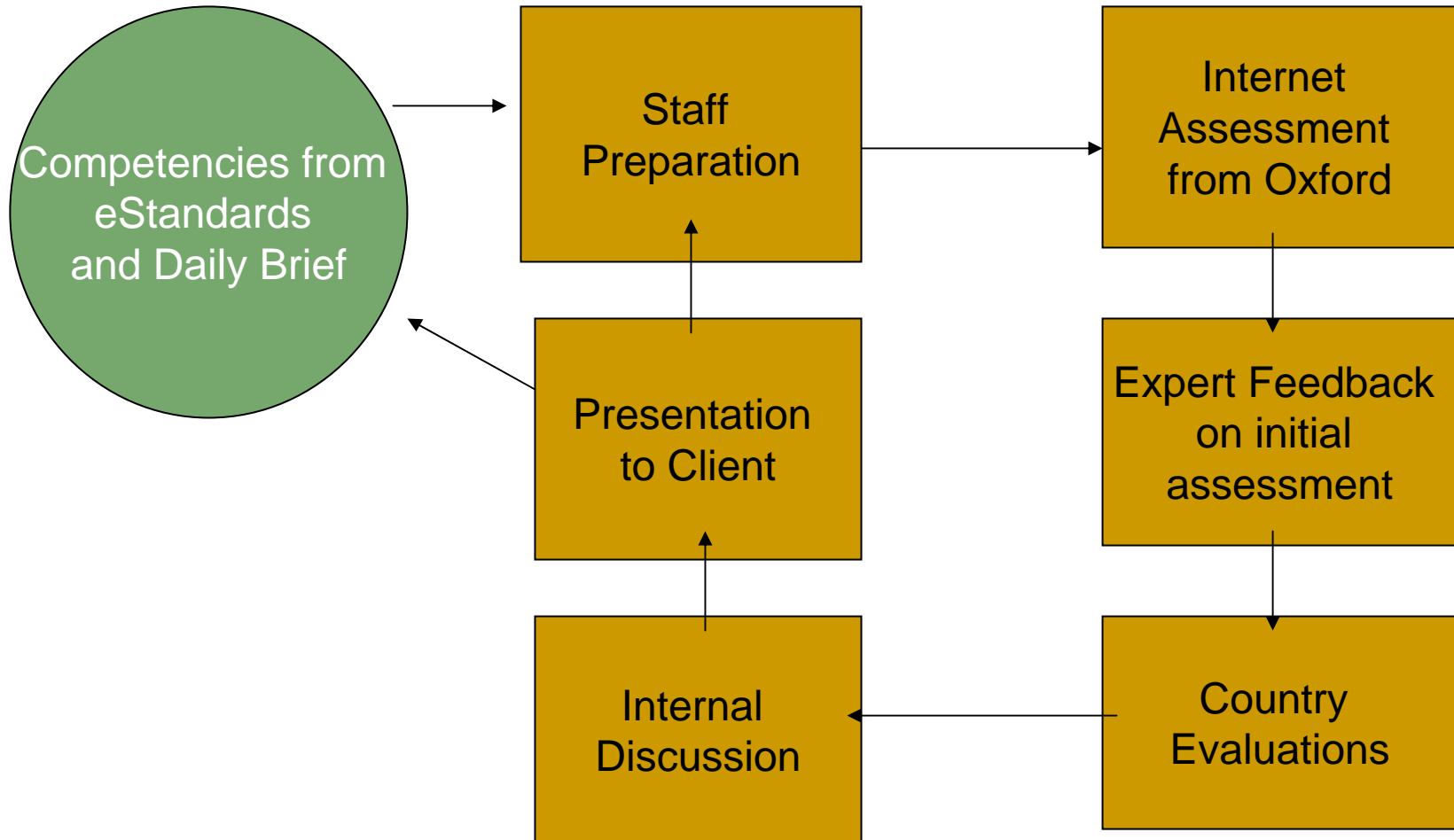
Is it a true teleology?

Main Argument



No inevitable teleology...based on controllable factors

Evaluation Procedure: Simple Rep.



Project design reflects both feedback and learning...

IMF Codes of Fiscal and Monetary Transparency

- Clarity of **Roles and Responsibilities**
- **Public Availability** of Information
- **Open Budget** (Process of Policy Making) Preparation, Execution and Reporting
- **Assurances** of Integrity

Code on Fiscal Transparency has 37 sub-points and Monetary Transparency has 35 sub-points

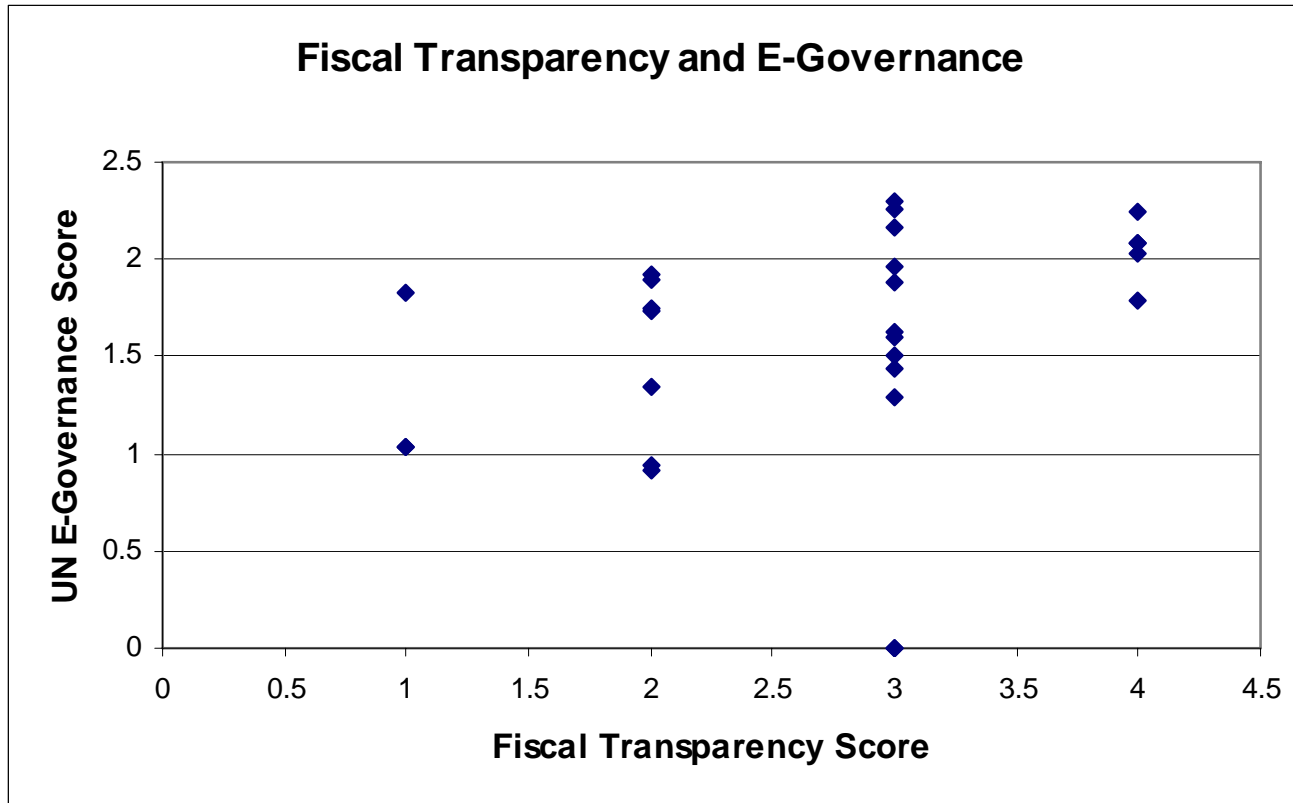
Correlation between fiscal and monetary transparency

Monetary → Fiscal ↓	1	2	3	4
4				Argentina Brazil Chile Hungary Czech Rep.
3			India Malaysia Morocco Taiwan	Colombia Isreal Mexico Peru Philippines Poland S. Korea
2		Venezuela Sri Lanka Egypt	Jordan Russia Thailand	Indonesia
1		Pakistan China		Turkey

Correlation Coefficient: 0.64

Transparency correlates, but inter-country differences

Correlation Between Fiscal Transparency and E-Government

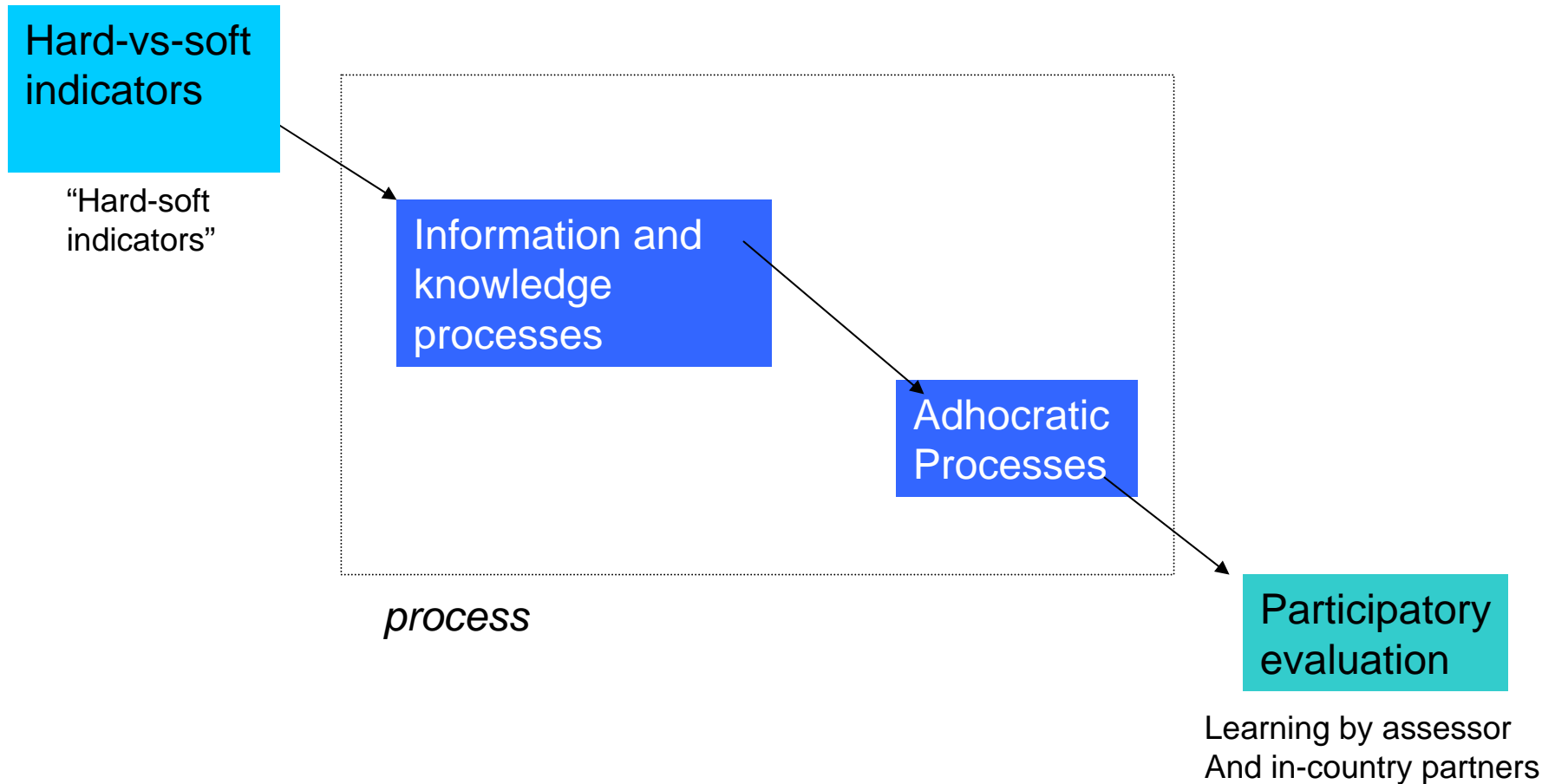


Source: CalPERS (2002) and United Nations (2001)

Correlation: 0.57

E-government "capacity" is not the deciding factor...

Process Lessons: Knowledge Management for E-Governance

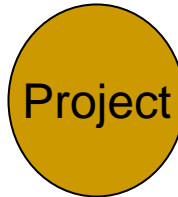


Process is key in e-government assessment (and implementation)

Managing Information and Knowledge

Internet information

- Low cost
- “Bandwidth” – more information per unit time
- Take advantage of rhizomatic information structures



“Being there” knowledge

- Observe “culture” and intentions
- Role of the Navigator
- Observe “deep institutional logics”
- Obtain more timely and accurate information

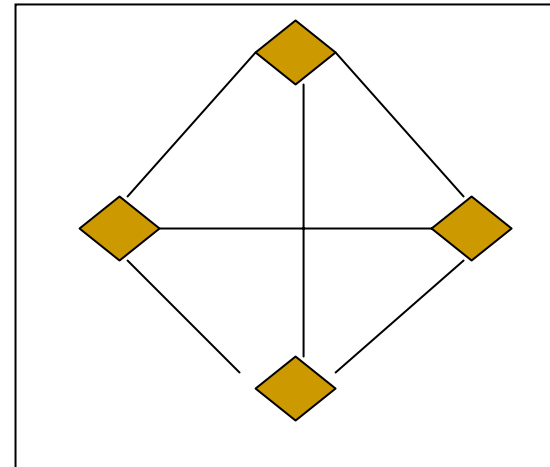
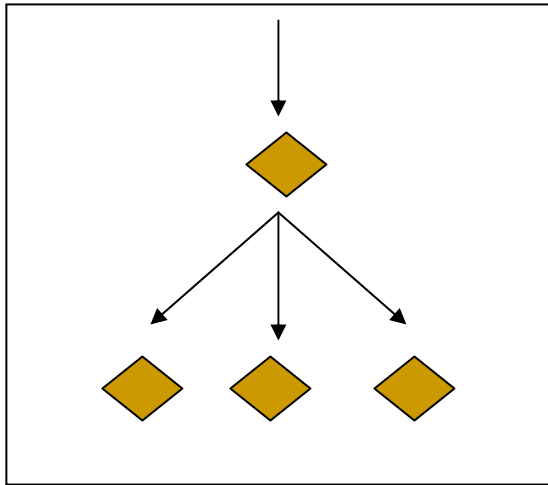
Codified knowledge

Tacit knowledge

Organise to optimally management knowledge

Changing information organisation

Network structures – orders of precedence



Rhizomatic structures – equidimensional access

Organisational structure must change with environment information structure

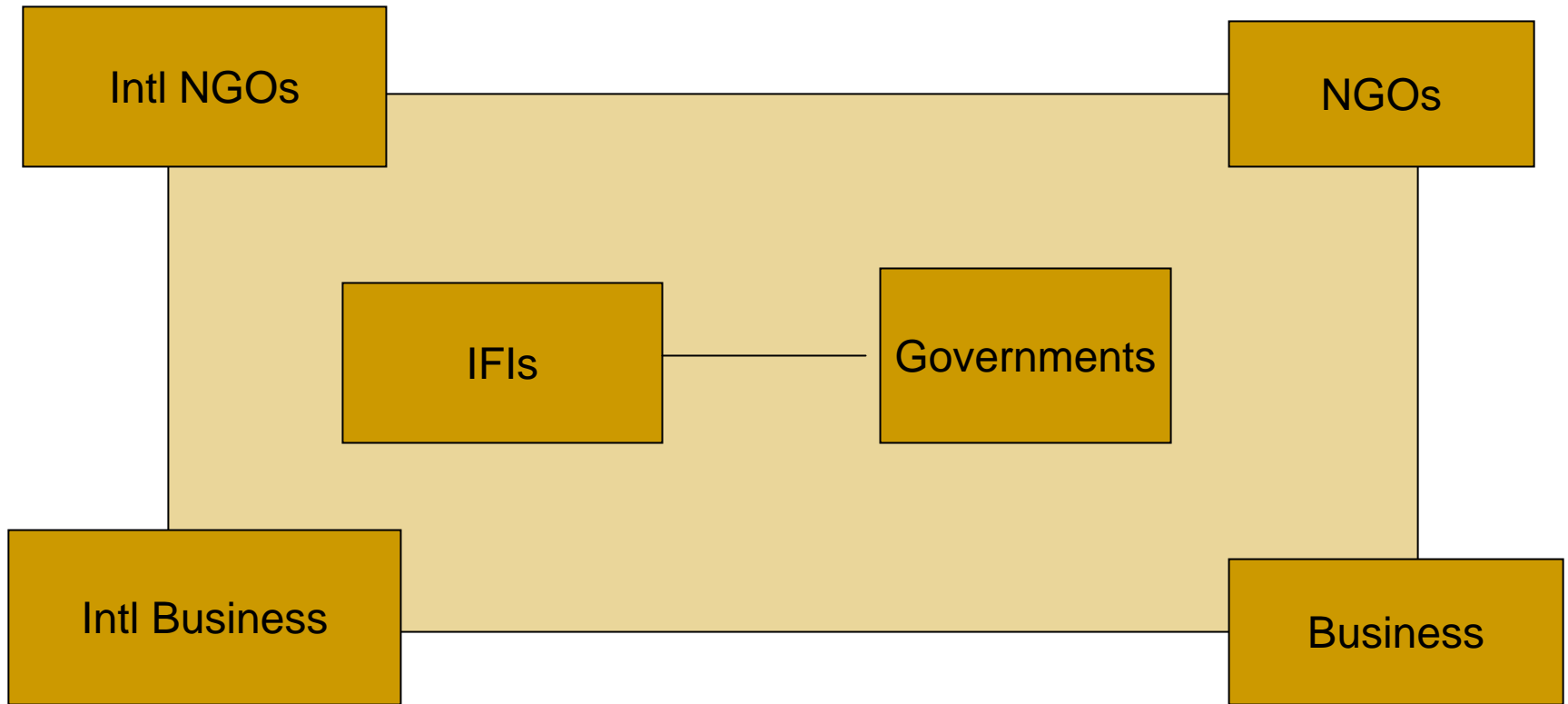
Adhocracy in e-Transparency Assessment

	April	May	June	July	August	Sept	Oct.	Nov.	Dec.
Staff Prep	X	X				X	X		
Internet Assessment		X	X				X	X	
Expert Feedback				X				X	
Country Evaluations					X	X	X		
Internal Discussion			X					X	
Presentation to Client					X				X

parallel process and “co-management”

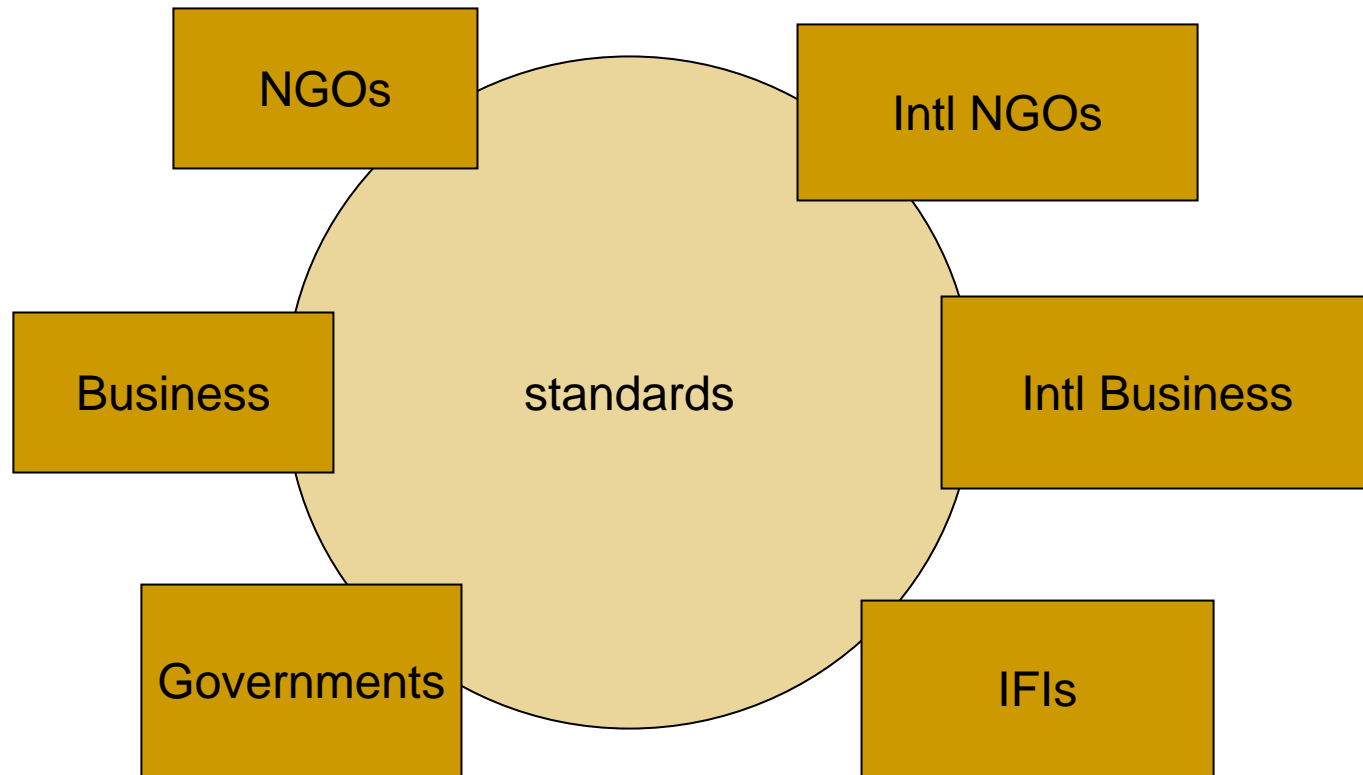
Changing strategic environment requires flexible organisation

From actor based assessment...



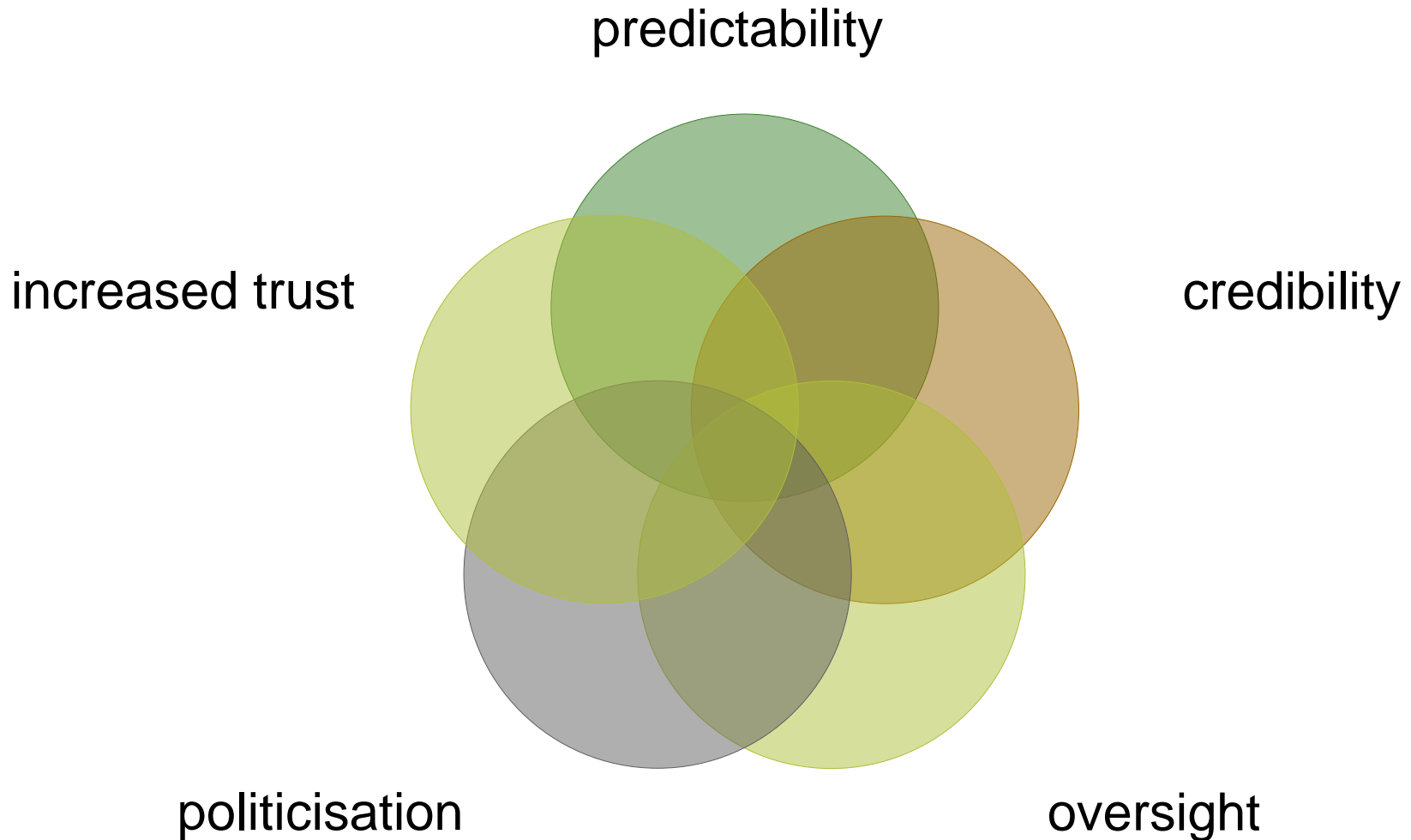
Bilateral bargain determines incentives for other actors

To standards based assessment...



Standards are "public goods" for use by third parties

From e-transparency targets to objectives

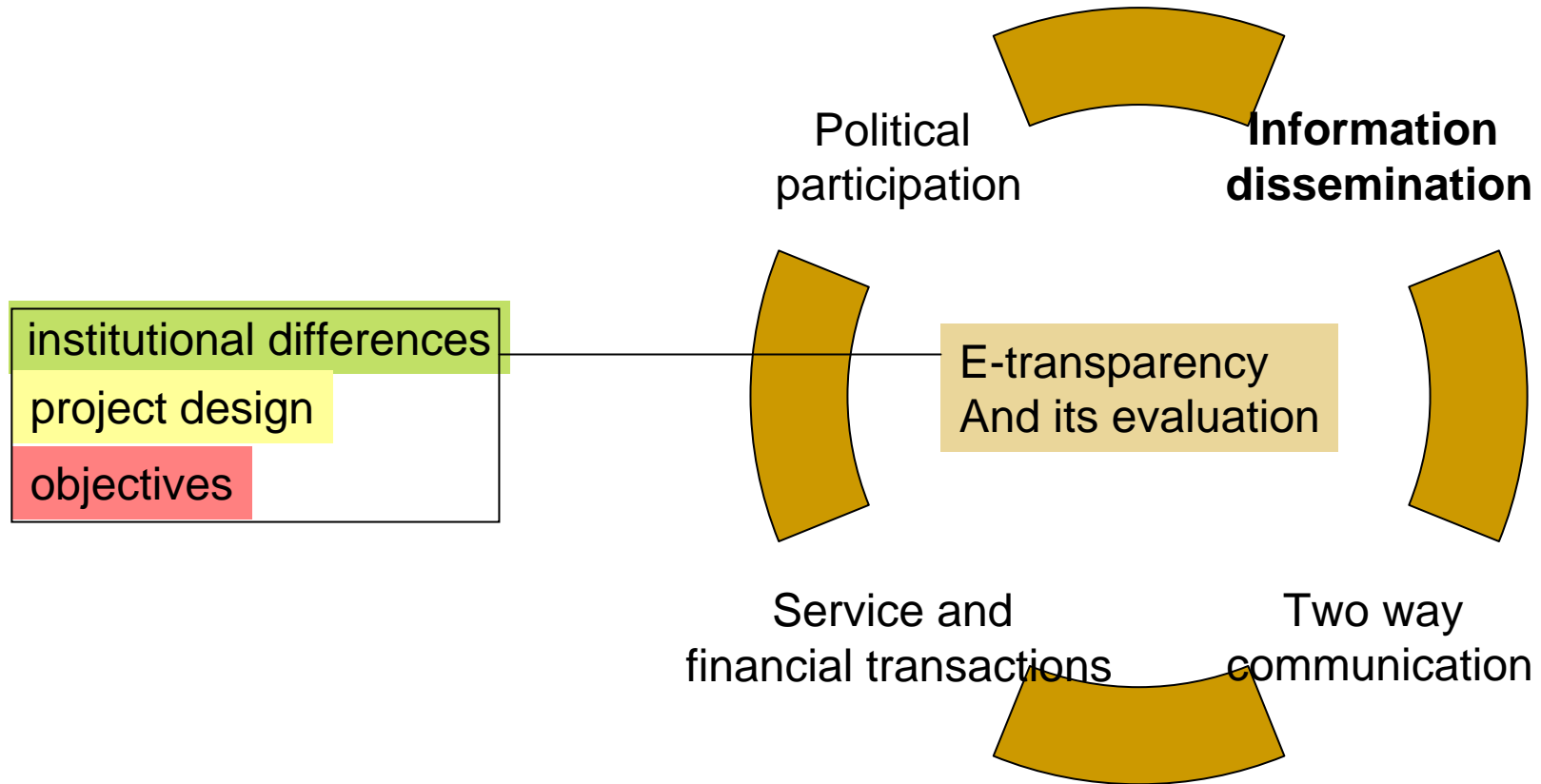


An Assessment

	Degree of importance	Area of importance	For whom?	Assessment Important
Trust	Low	Neither	Poor	Not important
Predictability	Low	Monetary	Investors, business	Not important
Oversight	Medium	Fiscal	Civil servants, media	Very Important
Credibility	Medium	Fiscal	Citizens, investors, civil servants	Important
Politicisation	High	Both	all	Important

E-transparency is important in every stage

A new teleology of e-government?



E-transparency isn't a step toward e-government, it infuses e-government