TOPIC

COMPUTERIZED ID CARDS AND PASSPORTS IN CAMEROON:
WHAT THE POLICE IDENTIFICATION DEPARTMENT PERCEIVE OF THE SYSTEM

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Abstract

Cameroon has in the past decade taken on to implementing a giant E-government project which is the computerization of its citizens ID cards and Passport. This paper investigates the perception of the Police Identification Department on the Computerize ID card and Passport system in Cameroon. Interviews were carried out with the Police Identification Department and the interview questions were designed using the variables of Heeks design-reality gap model (ITPOSMO). The research question is: how do the Police Identification Department Perceive the CIDP system in Cameroon? Findings show that the Police Identification Department perceives the CIDP system to be very promising and successful from the reality they have being the people implementing the system. Even though the system is criticized for not solving all the problems it was intended to solve especially that of enabling a credible voter register for future electoral challenges. The study also shows some limitations in both the method and angle of research and giving way for future research.

Keywords: computerized ID card and passport, democratic process, Police Identification Department.
1-Introduction

E- Government is the use of ICT and its applications by governments for the provision of information and public services to citizens. The aim of e-government is therefore to provide efficient government management of information to its citizens; better service delivery and empowerment of the people through access to information and participation in public policy decision making (United Nations, 2004).

Similarly, Grönlund (2006) defines e-government as the development of public services in three balanced dimensions namely, e-democracy, (to provide opportunities for citizens to interact with authorities and democratic institutions), E-administration (to increase the quality of services by making them quicker, easier, more accurate and complete) and e-service (to provide easier access to public sector information and services).

The Computerized ID card and passport (CIDP) system in Cameroon started as a project launched in the late 20th century by the President of the Republic of Cameroon who was the solely funded the project as one of the steps to be accepted in the heavily indebted poor countries initiatives category by the World Bank. The pioneer Delegate of National Security Pierre Minlo Medjo in an interview on (Cameroon-info.net) describes the project as one which is intended to change the old paper ID cards and passports with a computerized system which will manage from a central headquarters where all citizens’ data will be stored and managed in solving issues of criminality, multiple identification. It was also important for the democratic enhancement of Cameroon through providing a credible voter register for future election challenges that was to be held in the country. The first phase of the project started in 1995 with the buying of the technology from TALES, a branch of Thompson technology, the followed the training of police officials and the opening of regional headquarters that were to implement the system. The second phase was changing the denomination from project to system and testing the system from the technical department of the general delegation of national security with the regional headquarters. The system has succeeded to be implanted in all the ten regions of Cameroon and all Cameroonian citizens eighteen years and above uses of the system.

Before, one could have ten different passports or ID cards with different names. As a result, this made it possible for the ruling party to organize people to vote for them in multiple polling stations. In addition, the system was to rhyme with the culture and values of the
country which is the acknowledgement of the country’s bilingualism (French and English) which has always been a major challenge to the government.

The stakeholders are the central government which funds the project, TALES which supplies the hardware and software needed for the system, the Ministry of Justice which provides certificates of nationality and criminal records to citizens, the local councils which certify birth certificates, the general delegation of police which oversees the implementation process technically and administratively, and finally the citizens who are the users of the project. But this paper concentrated only on one stakeholder—the Police Identification Department because they are responsible for the implementation process of this project.

Besides that, consideration is taken of the fact that the European Union strongly criticised the system in 2009 for not helping the Independent Electoral Commission enhance the democratic process in Cameroon and urged the government to make more efforts for the project to help them improve democracy (News time Africa.com).

This study is aimed at investigating Police Identification Department’s perception on the implementation of the CIDP system in Cameroon. The implication of such a study will be important for the government as well other stakeholders involved know if the Police Identification Department is facing any difficulty in implementing the system and seek solutions. Also, the study will also permit one take a critical view on the system from the Police Identification Department’s perception. The motivation for this is that this is the first academic study concentrated on the CIDP system in Cameroon as only news articles have been so much interested in it for the past years.

Bearing the above in my mind, this study will be based on the following research question; how do the Police Identification Department Perceive the CIDP system in Cameroon? In order to operationalize this research questions, the focus of this study was to determine the gap between designs’ and ‘reality’ of this project in relation to Heeks ITPOSMO model.

2- Literature review: Towards a Research Framework

For any project to be successful there must be some factors that act as drivers to take the it to its fixed objectives, but these factors can also encounter some difficulties or obstacles during implementation which are considered as failures to the project at the end of its process (Gichoya, 2007). This study was accentuated by many researchers in trying to explain better the project goals and objectives (Baker et al, 1983).

What is dizzying is that in many less developed countries today in the world and Africa especially, e-government projects entail a lot of money invested, both from the government
and interested players. That is why one could be totally in support of the idea that project failures in the case of less developed countries often carry with them several types of costs such as; direct financial cost, waste of time and efforts, political cost, beneficiary cost on the part of the users and also social cost which such as; loss of morals, credibility and trust (Heeks, 2003b). It seems an illusion(Wit,1988) trying to do findings on project success and failure factors of the computerized ID cards in Cameroon given that the project comprised of a number of objectives associated with the government who instituted it, and the Police Identification Department which is responsible for the implementation.

There are many factors that act in the lifecycle of an IS project which might either make it be successful or a total failure as explained in the following subsections;

**Factors of Power, Legitimacy and Urgency in an IS project:**
Mitchell et al. (1997) identify the scope of such stake to power, legitimacy and urgency. As such, the computerized ID card project in Cameroon can be said to have such categories of stakeholders given its nature. Defining helps create a good environment during all the project process which aims achieving a particular number of objectives and within a defined time frame. A project can have a conducive environment which is secured by a number of factors that are directly related the project itself; it could be the project manager, project members, the organization itself and the external factors environment (Belassi and Tukel, 1996).

**Factor of political environment in an IS project:**
Another very important factor that can influence a project very much and its implementation is politics which is not strange to many of us especially from the less developed countries. Moreover Hulme (1995) defines political influence as any pressure from politicians, bureaucrats and professional self-interest to be one of the negativities of a project implementation. But there is a strong belief that if power and politics are utilized to the profit of a project (Pinto and Slevin, 1989), it will be an uncontested critical success factors for a project implementation.

The funniest thing is that when a project is suspected to have undergone too much political influence, the users tend to see it as a failure for they do not trust it anymore even when the project is well implemented or technically well designed (Yeo, 2002). Even though Pinto (2000) thinks good project managers are those willing and able to employ appropriate political tactics to enhance their project objectives, he says; “While most of us view politics
with distaste, there is no denying that effective managers are often those who are willing and able to employ appropriate political tactics to further their project goals” (Pinto, 2000, p.85). A study on the perception of Bangladesh public officials towards the success and failure of projects conducted by Hossain et al. (2006) says that politics is the most dominating factor. Likewise Jo and Barry (2008) think political support should be considered as the top priority factor in a project accompanied by the availability of technological knowhow and a full stakeholder involvement for the success of government oriented projects.

**The factor of leadership style in a project:**
Nowadays there is a complete shift from the bureaucratic model of public sector projects to a complete e-government self-service model which has some changes in the process organization, principles of management and leadership style (Ho, 2002). But this new shift to the e-government model should be such that the leadership helps facilitate the process, coordinate and have the ability to innovate its entrepreneurship, and this should be done such that the project could be easily sustained during its implementation to avoid future failures (Ho, 2002). All must be put in place so that the flows that often exist in the old bureaucratic model should not repeat as Gichoya (2007) says leadership styles; (culture and bureaucracy) act as obstacles to the project implementation process.

**Factors that might lead to an IS project to fail:**
Regardless of what is put in place to have a good and conducive environment for the success of a project, some factors might still arise to cause some discomfort in the process of the project. Morris and Hough Grow (1987) identify what they call “nine notorious” factors that can contribute to a very uncomfortable environment in the process of a project. Such factors are: its environment and implementation there could be macro constraints, institutional realities, personnel constraints, technical assistance short comings, decentralization and participation, timing, information systems, differing agendas and sustainability.
That aside, Saurer (1993) says there exist five categories of failures to a project which are; correspondence attached to objectives, the process of the project which is the infrastructure, interaction which is the user satisfaction, the terminal which is the completion part of the project and the expectations from the different stakeholders.

From the literature above, many frameworks have been mentioned by many authors regarding the future of an IS project in developing countries. Jo and Barry (2008), Wit
(1988), Baker et al (1983), Morris and Hough (1987) have really cited the factor project ‘goals and objectives’ with too much importance with its effects to a project if these are not fully implemented. While Saurer (1993) tries to identify the factors that can lead to the failure of an IS project. Heeks (2003b) explains the impact of a project failure to poor countries and this has been repeatedly cited by many authors.

All the above mentioned frameworks do not treat the factor project ‘goals and objectives’ with a one sided perspective. Heeks’ (2003b) ‘design reality gap’ model or ITPOS MO model is the only framework that allows an evaluation of the gap that exist in the different dimensions concerned in an IS project. It allows an evaluation of the gap that might exist between a project goals and objectives and its attainments. And this is the model that has been chosen for this study.

The motivation for using this model is that its variables seem to be very useful and easy to understand by individuals who do have broad knowledge of ICT. And also it has been usefully used in different researches to evaluate ICT related projects especially in developing countries and in less developed countries with reliable results. Relative studies which have used this model are Heeks et al (1999), Pucihar et al (2007), and Islam & Grönlund (2007).

For this study specifically, the model will not be used as usual to evaluate gap between design and reality but rather its variables (information, technology, process, objectives and values, staffing and skills, management and structure, and other resources) are used to design the interview questions used to collect data.

The effect in modifying the ITPOS MO model in this study is that the final results will be not be an evaluation study but instead, it will just enable one have the reality of the CIDP system from the Police Identification Department’s perception and conclusions will be drawn from it.
According to ITPOSMO (see figure1), comprises of seven dimensions, which are; information, technology, process, objectives and values, staffing and skills, management and structure, and other recourses. These seven dimensions compare the gaps that exist between the project design and its reality.

- The information dimension assumes that the types of information will be accessible and disseminated out of the project.
- Technological dimension indicates whether the existing project will be relied upon the existing technological infrastructure and if not, then how and what sort of new technologies will be used.
- The process dimension implies the structure of the decision making system of the project personnel.
- The dimension of objectives and values considers the extent and nature of objectives of the project and value systems (e.g. role culture, shared interest etc.) of the project personnel. Staffing and skill cover the level of skills and professionalism available to the project operation and implementation.
• The management and structure dimension looks upon the type of managerial structure and system that exist in operating the process dimension.
• Finally other resources such as time and money focus on the availability of financial resources within a stipulated time frame.

The model demands that each of the seven variables receive a subjective rating scheme from zero to ten, while zero indicates very poor, inefficient or ineffective, five for moderate and ten for completely adequate, sufficient or effective depending on the nature of the dimension.

3-Method:
This is an interpretative case study which is based on a qualitative research approach. The interpretive research in qualitative studies is "aimed at producing an understanding of the context of the information system, and the process whereby the information system influences and is influenced by the context” (Walsham, 1993, p.4). Kaplan and Maxwell (1994) also consider interpretive research to be the best because it does not depend on any predefined dependent and independent variables; rather it focuses on the full complexity of human sense making as with the emergence of situation.

3.1- Sample selection
A representative sample of four respondents was drawn from the Police Identification Department in Cameroon who are in charge of the implementation of the CIDP system. There are; one of the General Delegation of National Security and three from Regional Identification Departments (Littoral, Centre and South West regions). This was preferred because it was very impossible to cover all the ten regions because of the difficulty to reach most of them as a result of poor network and also these three regions are the most populated and have almost two third of the total population of the country, and the result from it can be said to be representative to the whole country. The police officials who are interviewed are all graduates of the special branch of the criminal investigative Unit of the National Police Academy and taken into consideration the fact that the country has ten regions, three is not that representative but the reason that they serve almost two third of the total country’s population motivated the choice for this number.
3.2- Solving ethical problems
Respondents’ confidentiality and privacy were taken into consideration by accepting to conduct the interview only during free hours, and their identities were kept anonymous. They were also told the reason for taking the interview and what time it would take; more so, the significance of the results of the study was also explained to them.

3.3- Data Collection
Ambert et al (1995) consider qualitative research as seeking to get in depth information about a smaller group of persons. Interviews with open ended questions were conducted and they were conceived based on variables of the ITPOSMO model to collect data. These interviews were done through telephone taking into consideration the fact that respondents are out of reach because of geographical constraints and transcription was based on notes taking. Respondents were given the liberty to answer from their own point of view and understanding (Bodgan & Bilken, n.d) on how they perceive the CIDP system. Each interview lasted within an average time of twenty five minutes. And throughout the interviews, the interviewer and interviewees were guided by an interview schedule of both briefings and open ended questions.

3.4- Data analysis
Priori conclusions drawn from data was minimized and posthoc preferred as suggested by Wiersma (1995) to draw a line between answers and their attempted interpretations, so quotations were used at times to clearly point out what the respondents said and their interpretations followed later in the analysis part.
Data will then be analyzed then discussed. The analysis will be to interpret the data and inducing the system’s design, from the responses of the Police Identification Department’s perspective using the same variables of Heeks design-reality gap model (ITPOSMO) which was used to design the interview questions.

4- Results
All four interviewees took part in the interview. They were all men who have been involved in the project right from its implementation. (Find interview questions in appendix section)

*Question 1: Information dimension;*
All four interviewees answered that the project is doted of an intranet system in all offices which helps connect all the ten regions of the identification unit to the central head quarters in Yaoundé. They also said that there is high level of connectivity between the different services of identification all over the ten regions of the country which helps them get information when needed.

The interviewee from the national delegation said it is very easy for them with this new system to retrieve all information concerning a citizen in case their file is not satisfactory. He again said that all offices in the general delegation represent a specific information department and this has made it very easy for any officer to get any information he wants and from a précised office and data base.

*Question 2: Technology dimension*

For the three regional Police officers, their offices have been doted of computers, digital cameras, intranet service linking them with the general delegation and indelible ink for finger prints. They said their departments also have telephone lines connected to the different judicial delegations for documents’ verification. They both think the project can rely on this technological infrastructure because they have been serving the citizens comfortably.

The officer representing the general delegation of national security said that the system at the central level has computers and scanners which they use to scan the photographs and finger prints for verification in the database before they start processing the ID card or passport. And it also has an intranet service that helps it to be in contact with regional offices.

For the second side of the question, the three regional police officers said they were confident the police department had the means to carry out changes anytime if needed. For they said there are regular controls in their services to check if the computers, cameras and even the intranet network were still effective. This means according to them that if there is anything wrong the delegation will react immediately.

For the police officer from the national delegation, he said as for now there is no secondary plan on the table but what I should know is that the General delegate in charge of national security is very concerned with this system and will react when there is need to change technology.
Question 3: Process dimension

The three officers answered that at the regional levels, each identification center had two officials responsible for processing the ID cards. These personnel are in charge of collecting the citizens’ files; check if all necessary documents are included, then they are asked to pay the necessary fee for the process before the file is forwarded to the general headquarters in Yaoundé for final processing. As for the decision making, the Police Identification Department has a unique code which is from the general delegation which the head of the regional identification unit is responsible for its implementation.

‘I as the regional boss do not make any decision regarding this issue of ID cards. Our service has a centralised rule which we have the responsibility to follow at the ground level. In reality decision making is an issue of the General delegate of national security who is our boss.’

For the officer from the general delegation,

‘Every officer has a role he plays at the central headquarters which he knows from the day he is appointed. Our task is to receive all the files from the ten regional headquarters, check is there are any abnormalities and then process the citizens ID card of Passport. Decision making is individual at this level regarding the task each officer has regarding the rules that govern the system. But in a general view decision making is incarnated by the general delegate for national security the overall boss.’

Question 4: Objectives and Values dimension

All four interviewees in unison said the project is taking into consideration its objectives which were to solve the problem; of multiple identification, faking of passports through picture transplanting, creating a database where citizens’ finger prints would be stored to help stop the issue of multiple voting system. One of the officers says;

‘Every police officer knows these objectives by heart we were told at the beginning that our country was reputed for a number of problems like multiple identification and lack of voting confidence in the country and that is why the president of the republic decided to put an end to such practices by investing much in this system.’

Another one said, ‘As of the date of today I think our services have helped reduced the issue of multiple identification, the issue of photo transplanting on passports have stopped completely and the national election body making use of our database to have a credible
electoral register for the forthcoming presidential elections. So I am proud to say the implementation of this project takes into consideration its objectives.’

Regarding the second part of the question, all four interviewees said there is no conflict of values shared that is in culture and interest. The officer from the general delegation says;

‘What do you call conflict in culture and interest? This is a national CIDP system and no one has a personal interest in it than to serve the nation as a whole. You talk as a stranger, you know as much as I do that our country is a bilingual country so every project must represent both cultures am sure you have at least a passport or even an ID card look if you will not find everything in English and in French’

Question 5: Staffing and Skills dimension

The officer from the South west region said he is the only skilled officer because he was fortunate to be amongst the staff sent to Europe for training when the system was about to start. He said but that notwithstanding there are always trainee courses to at least train the needed staff on what to do.

‘Well, it is unfortunate I am the only trained officer here, but I try my best with the support from the technical department at the general delegation to organise some training sessions for my needed staff. I cannot say I have enough staff, talk less of being skilled as I still need more to serve the people better and quick’

The other two regional officers from Douala and Yaoundé said they each have four skilled officers who work in collaboration with the other supporting staff. They added that their regions were the most populated in the country and needed much attention. They further said that the general delegation has given them enough staff even though not as skilled as they wanted, they have no choice than training them continuously.

For the officer representing the general delegation, the system has the needed skills for the project as well as the needed staff. He says the government spent a lot of money sending officers abroad for training and now again the general delegation is doing same through continuous training sessions to keep its staff up to skills. He says again that there has never been a complaint for lack of staff in any of the regional headquarters but he knows the needed skill is still lacking for many but it’s just a matter of time before things normalise.

Question 6: Management Systems and Structure dimension
All three regional officers said if the system has been able to last for almost ten years now; it is because it has a strong managerial system. At the different regional identification units, they receive orders directly from the general delegation who give directives on the implementation of the project. They said as concerning the structure of the managerial system at their level, that only the head of the regional unit sees into it that the process if efficiently carried out and they are all answerable to the general delegate who organises routine checks in the different services.

For the officer from the general delegation, the CIDP system is under the high auspices of the president of the republic and he sees to it that the general delegate carries out its implementation without any problem on the ground. He is quoted as follows;

‘I think the project has a strong managerial system to make it efficient because the system is under the close eyes of the president of the republic. That is why when there was a low quality of the type of Cards issued in 2007 he dismissed the general delegate for national security and had to apologise to Cameroonians and a new technology was implemented immediately. This CIDP system receives direct orders from the presidency of the republic and the general delegate for national security passes it to the different regions and makes sure there are fully implemented.’

Question 7: Other Resources dimension

All four interviewees said the system in its beginning was said to have no interruption in funding for its technological maintenance, and the continuous training of staff as well as their mobility when necessary. And this has been the case for the past ten years. The officers said they have never lacked working material due to funding.

The Officer from the general delegation says,

‘The parliament votes a budget for the running of this system and has an anti-corruption committee put in place piloted by the president of the republic himself to ensure the project never lacks in maintenance as well as in personnel. No police identification officer will tell you his services have ever lacked.’

5-Results Analysis:

Result is analyzed with an attempt to induced what is suppose to have been the design the system using variables of Heeks design-reality gap mode or ITPOSMO model.
Information Dimension: What the Police Identification Department understood as information is having an intranet system to ease communication between their different regional departments with the general delegation of national security. They also claim information retrieving is very easy because every specific information is handled by a particular department. This means the design was that the system should have a networking system to keep all the regional delegations and the central office connected. Also every sub department was supposed to be in charge of a particular task to ease information retrieving.

Technology Dimension: The Regional Police Identification Department is doted of computers in all offices as well as an intranet network system, digital cameras and good telephone lines to ease their work at the regional level. The general delegation is also doted with a good intranet network with good scanners to do the job. This suppose that the design of the system was to make available computers, digital cameras, good telephone lines and intranet network as well as good scanners in all of its offices for the system to better serve its purpose.

Process dimension: The Regional Identification Departments say they are responsible of collecting files, taking citizens pictures and finger prints and verifying the files then send them to the general delegation of for processing. At the level of the general delegation, the files are been verified then sent to their units of processing. The design in case supposedly was that the regional departments were responsible only to collect and verify files, take photos and finger prints, then send it to the general delegation which is then suppose to complete the production process and storing individuals data at the central data unit.

Objectives and values dimension: The systems’ objective was to put an end to a series of problems that was giving the country a very negative image such as multiple identifications, photo transplanting in passports and multiple voting practices. The police identification unit thinks they have drastically reduced some of these negativities as they claim all the officers involved in the project know the objectives by heart. And they say the system takes into consideration the values of the country while respecting its bilingual cultures of French and English. This answer makes one think the design was stop all what was considered negative with the old paper system and also keep in mind values and the bilingual culture of the country.

Staffing and skills dimension: The Police Identification Department claims to have enough staff for its process implementation. Even though only the regional heads are well skilled for the process, the other staff have to depend on regular continuous training courses which act as
backup to the regularly skilled officials. Having just a single skilled staff is not sufficient for such a project considered to solve the many problems the country had before its implementation. The design in this case is considered that the system was to have well qualified staff and skills.

*Management systems and structure dimension:* The project is managed at the regional level by the different Regional Police Officers under the control of the General delegate of National Security who is their boss. But at the level of the General Delegation, every officer is given the opportunity to manage his department of command but under the strict respect of the rules of the project. Here it seems the design was that all the Officers involved in the process were to be independent and responsible in their actions but under the strict respect of the rules that governed the system.

*Other resources dimension:* The Police Officers say the presidency of the republic who is the main financer of the project makes sure they do not lack any funds. The projected funds have been enrolled as part of the state budget and its financing is decided directly from the national assembly. The project has enough funding which acts as motivation to the personnel involved in the system. The design seems that the Police Identification Department was to be financially autonomous so that it will be free from any corrupt practice and other external influences.

6-Discussion

At the beginning of this study, one of the pioneer General Delegates of National Security in Cameroon tries to describe the CIDP project was to lead to a system where all the citizens finger print will be stored at a central data at the General Delegation of National Security which enable the Police department to help solve problems of multiple identification, photo transplanting and help the country to enhance it democratic process by using the information in the central database to come out with a more credible voter register.

From what the Police Officers say in the result section one will easily say all seems to be ok with the system and that much have been attained. If this was true then it would be a success of a government of Cameroon, to have reached their goal which is a very rare situation in developing countries for ICT projects to succeed even though huge sums of money are
injected in them. But despite this good impression given by the Police Officers, there are still many abnormalities to identify in the system.

The CIDP system in Cameroon seems to be concentrated on the production process that for it to solve most of the problems it was supposed to solve. The system has been in use in Cameroon since 2004 but has failed to give an attempted solution to the problem of multiple voting and in providing the country with a credible voter register. This is seen on the criticisms levied by the European Union saying the system is reluctant in bringing democratic changes. The citizens use the system but it has no effect on them.

The Police officers claim they have enough staff and skill for their work, but it is very contradictory of what the General Delegate says in the beginning, all staff was to be well skilled. It is very difficult for someone who has not taken technical training on how to use particular software for a system will render good service in the system. This explains the reason why they had a failure on the quality of ID cards and passports in 2007.

It is good to make mention that what is happening in reality contradicts what the Police Officers claim about the system. In Cameroon today there is a lot of say about this CIDP system which is even more difficult to have than the old type. Many Police officers mystify the process because of the illiterate nature of many Cameroonians of what is a computerized system. They are at times forced to give bribery to see their ID cards or passport established. This practice contradicts what the Police Officers said the system has enough funding to motivate them and restrain them from corrupt practices.

To make the CIDP useful to all Cameroonians and for it to have a national consequence, the government through the Police Identification Department should not only concentrate on the production of ID cards and Passport, but also see into it that this system affects all the local citizens democratically. Because this will be the most important and most effective result of this CIDP system if could succeed in given a credible democratic system to Cameroonians. Since it started Cameroon has organized three different elections but the same problems of multiple voting by a single individual still repeats its self or many people still find it difficult to find their names in the voter register.

7- Limitations of the Study and future research angle:

The main limitation of this study is the Heeks design-reality gap model used in designing interview questions and analysing. The model is frequently used in evaluating the gap that
exists between the design and realities of projects in developing countries. But in this study it is simply used to design interview questions for data collection and its analysis of the perception of the Police Identification Department about the CIDP system in Cameroon. Other models like the TAM would have been preferable to investigate the Police Identification Department’ perceptions towards the system. Secondly, the method used is a qualitative research with just four Police Officers representing only three regions of the ten regions that build up Cameroon. Even though the study could be generalised, its credibility and validity is questioned. Thirdly, limiting the study just to the perception of the Police Identification Department is not sufficient as better data and conclusions could have been reached if the Users’ perception was also taken into consideration.

So for further research on this topic will involve improving in the model to be used, and maybe orientate the study towards evaluating the CIDP system with the use of both qualitative and quantitative methods to get in-depth and more valid data from the users’ of the system as well as other stakeholders of the system for example the owner of the software TALES.

8-Conclusion:

From the data collected, one notices that the introduction of the CIDP system in Cameroon has helped centralising the production of ID cards and Passport to a central unit at the General Delegation of National Security. And the data clearly shows that the Police Identification Department claims to be on the right path. So in answering the research question of How do the Police Identification Department Perceive the CIDP system in Cameroon?, it is very obvious that their perception is very positive as they show no signs of regrets all through their answers even though there are some aspects like staffing and skill which the police administration has to see into that it is ameliorated for better services in the future. The Police Identification Department seems to have done its own part and we see that there is a lack of political will to make use of this system to enhance the democratic process of the country.
References


Appendix
All interviews started as follows;
My name is Nde Jacob Didier Mpah, master student in Electronic Government at Örebro University. I come to you as an officer at the Police Identification Department to investigate of what are your perceptions of the CIDP system. Your interview will be very beneficial not only for me but for the nation at large and i assure to keep confidential all information you do not want me to release.

Interview Questions:

1-How is information designed to ease good and rapid communication between your different regional departments of identification and the central unit of databases in the General Delegation of National Security? Is it easy for any staff to find any information he wants and when he wants?

2-What kind of technological infrastructure and do you think the project really relies on it? Do your department have any secondary plan if the project cannot rely on it anymore?

3-How is the process implementation structured regarding decision making in your department?

4-Do you think the implementation of this project takes into consideration its objectives? And how do you solve the problem of culture and diverse interest in your department if they are not equally shared?

5-What kind of skills do you have in your services for the implementation of this computerized ID and Passport project? Do you think you have the necessary staff with the desired skills?

6-Is the project today having a strong managerial system to operate the process efficiently? Can you please tell me how is this managerial system structured in your level?

7-Can we say today that the project has enough funding to run its implementation within the time the government stipulated to have all its citizens enrolled in the computerized data base.