ROLE OF INFORMATION COMMUNICATION TECHNOLOGY ON SERVICE DELIVERY AT THE MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT: A CASE OF IMMIGRATION SERVICE

Richard Yator
Masters Student, Jomo Kenyatta University of agriculture and technology, Kenya

Noor Ismail Shale
PhD in Procurement and Supply Chain Management, Jomo Kenyatta University of Agriculture and Technology, Kenya


ABSTRACT

The focus on service delivery is becoming intertwined with an emphasis on achieving cost savings and enhancing efficiency. The role of ICT in public service delivery is accordingly being revisited to enable effective inter-organizational linkages and consolidation of government systems. While initially the political and managerial focus was on developing e-services within each public institution, with limited consideration being given to cross-organizational coherence, the focus today has clearly shifted towards coordinated services offering one-stop shops to citizens and businesses. Now citizens and businesses around the world are increasingly demanding that their governments follow suit. Citizen groups have come to expect a 24/7 convenient user interface with Ease of Use, in a language the user understands and which is tailored to individual needs. While e-government has resulted in efficiency gains in some instances, much of the research reports that cost savings have been sporadic, uneven and often overshadowed by both upfront and escalating investments often required in order to create and maintain new electronic capacities. This research study adopted a descriptive approach on the Impact of Information Communication Technology (ICT) on Service delivery in public sector in Kenya; a case of Immigration service. The study revealed that enabling to the staff affect service delivery at immigration services in Kenya to a large extent that Innovativeness affects service delivery to a large extent that Inter-organizational systems availability affects service while Channel relationships to access immigration service affects their efficiency to a large extent. The study concluded that Customer quality, variability in demand, Customer service management, forecast accuracy, Client loyalty in services offered are lacking in the immigration services to a large extent.

Key Words: service delivery, government systems, Immigration service, ICT, e-government
Introduction

In the current era of technological advancement that is taking place all over the world, a new kind of rationalization has been introduced in the public sector by the use of modern information and communication technologies (ICTs) (Amit and Zott, 2001; Malhotra, 2001). Increasingly the use of ICT tools and applications is leading to transformational shifts in public policy, processes and functions. E-government is being deployed not only to provide citizen services but for public sector efficiency purposes, improving transparency and accountability in government functions and allowing for cost savings in government administration. ICTs are changing the way the government does business for the people (Hwang et al., 2009; Slaton and Becker, 2000; Wimmer, 2002). In this context, e-government is seen to be a lever for the transformation of government.

E-government, if implemented properly, can improve current government services, increase accountability, result in more accurate and efficient delivery of services, reduce administrative costs and Time spend on repetitive tasks for government employees, facilitate greater transparency in the administration of government, and allow greater access to services due to the around the clock availability of the internet. E-government also allows government, such as email, online meeting and forums for voicing opinion, online transactions, and online voting. By creating viable Internet presence, a government can generate interest in political process among young citizens who frequently use internet (Macintosh et al., 2003).

The process of using e-government services experience and its outcome may also affect people’s evaluation of that experience. Sometimes the process runs smoothly and the citizen is treated well, perhaps better than expected. We would expect that under those conditions, citizens should be quite satisfied with their experience. The nature of the problem that citizens face in e-government services experience may similarly affect how smoothly the e-government services run. Citizens are likely to expect that easy problems should result in a smooth encounter with government, while harder problems may make for a rockier experience. Finally, the outcome of the e-government services should affect citizen evaluations. Those who felt that they succeeded, that they got what they needed, be it an answer to a question, information, and/or the resolution of a problem, should be more likely to feel satisfied with e-government services than those who not (Cohen, 2006).

Most governments around the world started their e-government initiatives with a focus on providing information and services to the citizens while service delivery platforms remained separate and parallel across various government agencies (Oakland, 2003). In this model, service delivery was built around individual agency functions, structures, information, systems and capabilities. With the private sector leading the way, advances in accessibility and a greater use of technology have allowed an expansion of innovative ICT solutions. Now citizens and businesses around the world are increasingly demanding that their governments follow suit.
Citizen groups have come to expect a 24/7 convenient user interface with Ease of Use, in a language the user understands and which is tailored to individual needs.

The focus on service delivery is becoming intertwined with an emphasis on achieving cost savings and enhancing efficiency. The role of ICT in public service delivery is accordingly being revisited to enable effective inter-organizational linkages and consolidation of government systems. While initially the political and managerial focus was on developing e-services within each public institution, with limited consideration being given to cross-organizational coherence, the focus today has clearly shifted towards coordinated services offering one-stop shops to citizens and businesses. (OECD, 2007) Advances in technology have ushered in an era of new thinking about increasing integration in service delivery based on commonality of infrastructures, data and business processes (OECD, 2005).

The need for the consolidation of government systems also stems from the fact that ICT tools have the ubiquitous power to make Time and distance irrelevant thereby increasing manifold the efficacy of public service delivery. The Internet and the World Wide Web eliminate boundaries and allow for integrated services to be available 24/7 while promoting faster and efficient connection between agencies, processes and systems.

Moreover, in the last few years ICTs have become increasingly affordable. As technologies have advanced, the cost of infrastructure and accessibility has drastically been reduced around the world. For example, broadband prices for DSL connections across 30 developed countries fell by 19 per cent while the speed of connection increased by 29 per cent in 2006 (BBC NEWS, 2007). Reduction in the costs has led to a jump in the adoption of new technologies in many developing countries as well, without the national governments having to incur heavy investment in land-based infrastructure. Innovations in information and communication technologies have also provided an opportunity for effective working modalities across government agencies. Therefore, the advent of Information and Communication technology (ICT) has changed the daily routines of businesses as well as the lives of private citizens. In developing countries, this transformation process has just begun. For some citizens, the use of information technology tools is a natural part of their daily lives while others prefer more traditional channels. This has provided the governments with unprecedented opportunities to improve their services and increase citizens’ satisfaction, while reducing their costs.

The impetus for thinking about online and more online dimensions to public sector operations in Kenya came during the 1990s when the mainstream advent of the Internet began to translate into dramatic declines in the cost of both communicating and processing information. Consistent in large manner with the re-engineering movement of the preceding decade, public sector organizations sought new ways to control costs and improve organizational efficiencies. New and better approaches to managing information technology and the emergence of online channels of service-delivery promised significant financial savings. (Walubwa, 2008)
Yet, at the same time, the networking and more transformational potential of the Internet also promised something more, in terms of more fundamentally rethinking both how and why government function. While e-government has resulted in efficiency gains in some instances, much of the research reports that cost savings have been sporadic, uneven and often overshadowed by both upfront and escalating investments often required in order to create and maintain new electronic capacities.

This escalation is tied to a widening of the strategic scope and purpose of e-government, extending much beyond the realm of financial savings. Three different images of e-government thus emerged during this time frame, as put forth by (Mutegi 2000): i) efficiency - cost reductions; ii) public service - better quality, easier access (i.e. 24/7) and new services; and iii) democracy - participation and interactive dialogue (Mutegi 2000). These images are helpful in underscoring the manner by which e-government can be viewed as either internal or external drivers of change, or more accurately as a set of both reshaping both decision-making and service delivery on the one hand, and participation and accountability on the other hand.

Reflecting this widened scope, one helpful definition of e-government initially formulated by the Kenya Government is the following: the continuous innovation in the delivery of services, citizen participation and governance through the transformation of external and internal relationships by the use of information technology, especially the Internet (Oloo, 2006). It is important to note that this definition encompasses innovation in service delivery processes and citizen participation processes. Indeed, since its mainstream emergence in the 1990s the rapid emergence of the Internet in all sectors has altered the mindset and strategies of organizations in a more digitally and socially networked environment. With respect to e-commerce, growth and expansion in the private sector are linked to an online population that is projected to reach some 4.8 million by 2018.

The notion of life events and integrative service streams based on client group segmentation have since evolved to reflect an online perspective of government operations based less on organizational charts and more on citizen usage and outcomes, with Kenya credited by some observers as the first nation to reorganize itself in such a manner in the region (Kariuki, 2002). Integrated service offerings that hide, simplify or transcend the traditional machinery of government have thus become a centerpiece of the e-government project through one or more of the following four variations of what it means to integrate services: All relevant agencies offering the same service in a common manner, sharing data definitions and at best sharing data, but no technological integration between the services being offered; Services are collected together under a common theme or event. The services are not inherently integrated, or even with a common look-and-feel, but are grouped in ways that aid discovery and promote the comprehensive completion of necessary services; Services are delivered by a single provider as an agent of other government agencies. Singular services are offered by the agent and the integration is hidden from the customer” ; Services are technologically integrated into a pseudo-
supply-chain application. This requires the most sophisticated integration work and is not often implemented (Joseph, 2004).

Whereas the first two levels represent the realm of e-government as a service delivery strategy as it took shape in the late 1990s, many government departments today (especially in developed countries with the Internet widely available) are grappling with the latter two challenges. New organizational and technological models for delivering services both online and via complementing, more traditional channels are taking hold.

**The Immigration Service in Kenya**

The mission of immigration office is to be the best immigration services provider in the world. Its mission is to contribute to security and socio-economic development of the country by facilitating international travel and regulating entry, exit, residency and citizenship. The Immigration Office in Kenya is tasked with the control of entry and residence of foreigners. At independence, the Department was placed in the Ministry of Home Affairs and was later transferred to the Office of the President (OOP), then Ministry of Constitutional Affairs in the early eighties and later back to the Office of the President. In the year 2003, the department was moved to the Ministry of Home Affairs. In the year 2005, the Department reverted to OOP and was placed in the new Ministry of Immigration and Registration of Persons. Immigration Services and processes are currently governed by the two Acts passed by Parliament in 2011 i.e The Kenya Citizens and Foreign Nationals Management Service Act, 2011 and the Kenya Citizenship and Immigration Act. The core functions of immigration office are: to control and regulate entry and exit of all persons at our airports, seaports and land border posts, to control and regulate residency through issuance and renewal of permits/passes and permanent residence as provided for the citizenship and Immigration Act 2011, to consider and grant Kenya citizenship to qualified foreigners under the Kenya Constitution and the Citizenship Act Issuance of entry visas provided for under the Kenya visa regulations, to register all non-citizens resident in Kenya under the Aliens Restriction Act and others, declaration and removal of prohibited immigrants, to offer quasi-Consular functions on behalf of a number of commonwealth countries who are not represented in Kenya and who have requested the Kenya government to do so, to provide consular services to our nationals and foreigners at the missions abroad, to investigate and prosecute persons who contravene the Immigration law as and regulations and to enforce the Citizenship Act, the Immigration Act, the Aliens Restriction Act and the visa regulations. All these functions have led the immigration office have challenges in service delivery. The core values of immigration office are; Professional integrity and excellence, Transparency and accountability, Zero tolerance to corruption, High standards of safety and security, Discipline and courage, A strong commitment to quality customer service and Timely, efficient and ethical service delivery. The office is headed by the Director, Department of Immigration Services who gets orders from the cabinet secretary.
Problem Statement

The advent of Information and Communication technology (ICT) has changed the daily routines of businesses as well as the lives of private citizens (Maio, 2000). The government projects that to achieve Vision 2030, all of its operations should be automated (G.o.K 2010). Prior to e-government, the immigration office was taking two months to process a passport, 3 weeks to process a work permit and 3 days to verify immigration documents (G.o.K 2007). The Government needs to look at their administrative processes and communication within and across agencies when applying new technology to avoid technological failure and duplication of tasks. The immigration department contributes over 10 billion to the GDP through issuance of work permits to expatriates and foreigners who visit the country as tourists (KNBS, 2011) and if the ICT department is well structured these figures are projected to double in the next 5 years World Bank (2011). Major categories of the e-government services are between government and the citizens (G2C), government and business (G2B), government and other government agencies (G2G), and between government and its own employees (G2E) (Rose, 2004). While many current efforts focus on G2C, the three remaining areas can provide tremendous payback for government and contribute over shillings 5 billion in just fewer than 3 financial years (G.o.K 2008). E-government ICT strategies in Kenya should first target the improvement of their operations and processes which bare way back below the expected standards and also the level of government’s ability to cooperate(Rose, 2004)). This research is deliberately concentrated on G2C services mostly because it is the most developed area in e-government services in Kenya. Whereas, in Kenya as a third world country culturally has not been using the electronic ways for doing their activities, E-government is a new way of doing governmental work in immigration department in Kenya to foster efficiency in service delivery. Creating new systems and procedures is not enough; maintenance, ICT training and social acceptance are as equally important. A basic condition for user acceptance of e-government services is their dependability on user satisfaction. Therefore, it is essential to find out the factors which affect Kenyan satisfaction from E-government services particularly the department of immigration. This study therefore seeks to Investigate the Impact of Information Communication Technology (ICT) on Service delivery in public sector in Kenya in the ministry of interior and coordination of national government; a case of Immigration Office?

Literature Review

Transparency and Accountability

E-government helps to increase the transparency of decision-making processes. In many cases E-government offers opportunities for citizens to directly participate in decision-making, by allowing them to provide their own ideas and suggestions in forums and on-line communities Oakland (2003). If web sites are designed carefully and openly, they can be valuable resources
for transparency as citizens, businesses and other stakeholders should be able to see political and governmental information, rules and policies (Stahl, 2005). Previously it was often necessary to go directly to governmental offices to obtain information, but now this information should be available on the web (Amit and Zott, 2001; Malhotra, 2001). The availability of a diversity of publications regarding the activities of the public administration, as well as economic and legislative aspects, increases the transparency too.

Training

Training is the process of developing, changing and reinforcing job related behaviors, whereas quality management is a new culture and a way of thinking, hence, without training such changes cannot be achieved (Stahl, 2005). Oakland (2003) argues that employees, including supervisors are to be won over, not by compulsion but by training, leadership and recognition. Thus the fundamental to quality improvement is the availability of adequate supply of people who are educated in the philosophy and technical aspects of quality. Crosby (2009) recognizes the need for quality awareness to be raised among employees through education. His emphasis was on developing a quality culture within the organization so that the right climate exists.

Training helps in preparing employees towards managing the core values of immigration office which is service delivery. Training equips people with the necessary skills and techniques of quality improvement. It is argued to be a powerful building block of business in the achievement of its aims and objectives (Stahl, 2005).

Information Technology

ICT creates both pressures and opportunities for network creation and community building. E-government initiative requires a complex web of interrelationships among government, customers, businesses, employees and other governmental agencies. Moreover, the very nature and function of E-government require a network approach to put together skills, technologies, information and knowledge that span the boundaries of different governmental agencies. It is generally impossible to find all of them in one single governmental agency. The need for learning and training, for example, requires a partnership between government departments and universities or research institutions. The provision of integrated services at one contact point requires the cooperation and collaboration of different departments and agencies, horizontal and vertical integration, and therefore the creation of a large and diversified network of relationships.

The Successful use and diffusion of ICTs in the public sector involves a collective, multidisciplinary and dynamic learning process (Mansell and Wehn, 2008). Moreover, the realization of electronic transactions triggers network creation among private companies, financial institutions, telecommunication and ISPs. On the other hand, an E-government initiative enables community creation, giving citizens and businesses the possibility to participate
in forums, and in decision making processes, contributing actively to different political and governmental discussions.

**Infrastructure Capacity**

Information communication technology developers should build infrastructure that conforms to planning and regulatory requirements, or help bring these instruments up to date if not adequate. Minimum technical standards are needed for retrofitting and reconstruction of infrastructure that incorporate disaster risk reduction (DRR) and sustainable development objectives. Post-disaster infrastructure restoration happens in stages. During the disaster response, the focus is on stabilizing systems and preventing secondary damage (e.g., fires from gas leaks or contamination from sewage plants). Soon thereafter, attention shifts to repairing lifeline infrastructure and networks such as roadway connections and basic communications. During reconstruction, restoring permanent infrastructure services, including those in residential neighborhoods, is the priority. However, restoration of full services may not happen right away.

ICT for reconstruction, rehabilitation, and retrofitting of infrastructure should be aligned with the country’s and the locality’s overall development vision, particularly with respect to long-term development and land use plans, the allocation of institutional roles, and the standards for infrastructure improvement. While not strictly considered “infrastructure,” various public facilities are essential for communities and should also be restored early on, and the comments in this chapter apply to these investments as well. Community facilities include schools, clinics, refuges, buildings for local government administration, and meeting spaces. Schools and clinics contribute to the resumption of normal life by providing space for social services. Local government buildings and meeting spaces allow local public services to resume and facilitate community planning and the reestablishment of local governance.

**Government Funding**

Researchers (Amit and Zott, 2001; Malhotra, 2001) agreed that ICT has considerable potential to contribute to efficiency gains and cost reductions for private organizations. Furthermore, these benefits constitute a major aspect of E-government initiatives. Putting services on-line substantially decreases the processing costs of many activities compared with the manual way of handling operations. The appropriate application of ICT may possibly reduce the number of inefficiencies in processes by allowing file and data sharing across government departments, thereby contributing to the elimination of mistakes from manual procedures, reducing the required Time for transactions. Efficiency is also attained by streamlining internal processes, by enabling faster and more informed decision making, and by speeding up transaction processing.
Service Delivery

According to Slack et al (2001), every part of an organization contributes to external customer satisfaction by satisfying its own internal customers. This entails that whatever the effects of E-procurement on the procurement department will inevitably affect other departments because they rely on procurement to bring in materials at the right time, price, quality and from the right source which are used to produce goods for the end customer. Recognizing the importance of the customer is not new and is very important if poor internal service level exists then the final service to the external customers will be diminished (O’Riordan, Humphreys, 2003). The procurement activity cuts across both the internal and external services of an organization. Croom, Johnston (2003) concluded in their research that internal customer satisfaction is central to the success of service delivery effectiveness and is a significant determinant of the costs to be gained from its adoption. Internal customer satisfaction is an important determinant of process compliance which is critical to the achievement of both the internal “transaction” costs and external purchase costs benefits so widely acclaimed for service delivery. The major goal of e-service delivery is customer satisfaction which includes user departments and third parties whom Organization works with to deliver goods and services to the market. The major activities in service delivery of in service industry is customers satisfaction

Empirical Literature

E-government, if implemented properly, can improve current government services, increase accountability, result in more accurate and efficient delivery of services, reduce administrative costs and Time spend on repetitive tasks for government employees, facilitate greater transparency in the administration of government, and allow greater access to services due to the around the clock availability of the internet. E-government also allows government, such as email, online meeting and forums for voicing opinion, online transactions, and online voting. By creating viable Internet presence, a government can generate interest in political process among young citizens who frequently use internet (Macintosh et, al., 2003).

Benefits assured by use and application of E-government in developing countries are the same as those in developed countries. The differences between these two groups could result from the act that many potential benefits of E-government are not reaped by developing countries as consequence of their limited use of E-government. Some of the important advantages of E-government are as follow (Ndou, 2004).

In the traditional model of public service delivery, the procedures are long, Time consuming and lack transparency. A business that wishes to obtain a license or a permit has to fill out a number of application forms, has to visit a number of different offices and spend a considerable amount of Time. If a citizen wishes to be issued with a certificate or any other official document, he or she will have to travel to the central government office, go to different offices and spend a lot of
Time for a simple service. The consequences are high costs and citizen and business dissatisfaction. An E-government initiative, on the other hand, which puts government services online, thereby reducing the bureaucracy, offers round the clock accessibility, fast and convenient transactions, and obviously enhances the quality of services, in terms of Time, content and accessibility.

The use of ICT for the reorganization of internal administration transactions, communications, and inter-relationships and for easy information flow, and transfer offers considerable opportunity to increase government capacity. Intranets allow different departments to share databases of common customers and to pool skills and capacities of their members for problem solving. These facilities in turn will pledge faster information flow and transfer, quicker and cheaper provision of goods and services, faster and better decision making processes, and unplugged paper bottlenecks. Knowledge based or expert systems help to create a more responsive and guideline based process. This approach assures benefits for businesses, which become both consumers of government services and providers of goods and services to the government.

Research Methodology

This research study adopted a descriptive approach on the Impact of Information Communication Technology (ICT) on Service delivery in public sector in Kenya; a case of Immigration Office. The population of the study consisted of approx 500 employees at the Immigrations Office. Considering the size of the population, sampling and sampling techniques was applied (ROK, 2012). The employees were ranked in terms of their level of management. The study used a random stratified sampling to select sample population. The study had a sample population 10% from each category thus a total of 50 respondents who formed sample size. Primary data was collected using questionnaires. The researcher perused the completed research instruments and document analysis recording sheets. Quantitative data collected using questionnaires was analyzed by the use of descriptive statistics using SPSS (Statistical Package for Social Sciences) and was presented through percentages, means and frequencies.

Research Findings

Transparency and accountability

The study findings showed that, respondents indicated that direct participation in decision making affect service delivery at the immigration office to a moderate extent as shown by a mean score of 3.35, respondents indicated that disclosure of government information affect service delivery at the immigration office to a moderate extent as shown by a mean score of 3.25, while availability of diversity in administration affect service delivery at the immigration office
to a large extent as shown by a mean score of 3.80 and finally been keen on both economic and legislative aspects affect service delivery at the immigration office to a large extent as shown by a mean score of 3.75.

**Information Technology**

The study revealed that majority of the respondent agreed that network creation affect the service delivery at immigration services to a large extent as shown by mean of 3.50, agreed to a large extent that there is need for learning and Training affects service delivery as shown by mean of 3.85, agreed to large extent that network approach affects service delivery as shown by mean of 3.75, agreed to a large extent that integration affects service delivery and finally they agreed that innovating new technological ideas affects service delivery.

**Infrastructure**

The study found out that the respondents agreed that enabling to the staff affect service delivery at immigration services in Kenya to a large extent that Innovativeness affects service delivery to a large extent that Inter-organizational systems availability affects service while Channel relationships to access immigration service’s affects their efficiency to a large extent

**Government Funding**

The study established that majority of the respondents agreed to a large extent that adequacy of government funds affect service delivery in immigration services, respondents agreed to a moderate extent that efficiency of government funds affect service delivery in immigration services. Respondents agreed to a large extent that availability of government funds affect service delivery in immigration services, respondents agreed to a moderate extent that sufficiency of government funds affect service delivery in immigration services.

**Conclusions**

The study concluded that direct participation in decision making affect service delivery at the immigration office to a moderate extent, respondents indicated that disclosure of government information affect service delivery at the immigration office to a moderate extent, while availability of diversity in administration affect service delivery at the immigration office to a large extent and finally the study concluded that been keen on both economic and legislative aspects affect service delivery at the immigration office to a large extent. The study concluded that majority of the respondent agreed that network creation affect the service delivery at immigration services to a large extent, agreed to a large extent, that there is need for learning and Training affects service delivery, agreed to large extent that network approach affects service delivery.
delivery, agreed to a large extent that integration affects service delivery and finally they agreed that innovating new technological ideas affects service delivery. The study revealed that the respondents agreed that enabling to the staff affect service delivery at immigration services in Kenya to a large extent that Innovativeness affects service delivery to a large extent that Inter-organizational systems availability affects service while Channel relationships to access immigration services affects their efficiency to a large extent. The study sought to find out the respondents’ opinion on the extent to which service delivery factors are lacking at the immigration service. The study concluded that Customer quality is lacking in immigration services to a large extent as shown by a mean score, that Variability in demand is lacking in the immigration services to a moderate extent, that Customer service management is lacking in the immigration services to a large extent, that forecast accuracy is lacking in the immigration services to a large extent while Client loyalty in services offered is lacking in the immigration services to a large extent.

**Recommendations**

The study recommended that Customer quality should be established in the immigration offices to a large extent to improve the quality of immigration services. The study also recommends that Variability in demand is lacking in the immigration services to a moderate extent and therefore the policy makers should evaluate the demand of immigration services and employ the sufficient mechanisms to satisfy the demand. The study recommended that Customer service management should be in place to assist in the immigration services. The study recommended that forecast accuracy is problem in meeting immigration services while Client loyalty in services offered is lacking in the immigration services and therefore they should be implemented. The study further recommended that the beneficiaries of the immigration services should get rid of the perception that immigration services are corrupt and the removal of brokers will improve service delivery and the perception of immigration officials as corrupt. The study recommended that the adoption of information technology will assist in reducing the process of identification documents such as passport, birth certificates and IDs and also ensures security of the documents is maintained. The study recommends that infrastructure should be maintained to enable public access of services from immigration and registration person directorate much faster.

**References**

Aicholzer, G., & Schmutzer, R.( 2005), Organizational challenges to the development of electronic government,


Cohen, J. E. ‘Citizen Satisfaction with contacting government on the internet’, IOS Press,


