

**THE INFLUENCE OF REFORMS ON SERVICE DELIVERY IN
THE DEPARTMENT OF IMMIGRATION, MINISTRY OF
IMMIGRATION AND REGISTRATION OF PERSONS, KENYA''**

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**A Research Project Report Submitted in Partial Fulfilment of the
Requirements for the Degree of Master of Arts in Project Planning
and Management of the University of Nairobi**

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Declaration

This is my original work and has not been submitted to any other Institution or University.

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This project report has been submitted with my approval as the assigned supervisor.

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Dedication

This study is dedicated to all public officers who work with dedication, and aspire to make Kenya a better place.

Acknowledgement

I sincerely wish to thank all the people who assisted me in various ways during the project work, without whose effort and contribution, this report could not have been completed on time and to the required standards. Since it is impossible to mention all of them, all their efforts are were valuable and appreciated.

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However, I am however solely responsible for any error and omissions that may have been made during the study.

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Abbreviations and Acronyms

CAP	Chapter
C.I.N	Certificate of Identity.
DMC	Departmental Management Committee
ICAO	International Civil Aviation Organisation
ICT	Information and communication technology.
ISO	International Organization for Standardization.
EAC	East Africa community
ECA	United Nations Economic Commission on Africa.
GJLOs	Governance, Justice, Law and Order sector reforms.
GOK	Government of Kenya
IMS	Information Management system
ISO	International Standards Organisation
KACC	Kenya Anti-corruption Commission.
KEBS	Kenya Bureau of Standard
KPIS	Kenya Passport Issuance System
KRA	Kenya Revenue Authority.
MIRP	Ministry of Immigration and Registration of Persons.
NARC	National Rainbow Coalition.
NSIS	National Security Intelligence Services.
PISCES	Personal Identification Secure Comparison and Evaluation System.
PSTD	Public Sector Transformation Department.
SAPs	Structural Adjustment Programs.
SPSS	Statistical Package for the Social Science
TI	Transparency International
TP	Temporary Permits
TQM:	Total Quality Management
UNCTDs:	United Nations Conventional Travel Documents.
UNHCR:	United Nations High Commission for Refugees

Abstract

The study sought to establish how reforms implemented in the department have influenced service delivery to its customers. The study was based on implementation of three Departmental working papers namely the Needs Analysis Paper of 2001, the Immigration Reform (Restructuring) Report of 2005 and finally the Systems, Practices, Policies and Procedures Audit Report of 2006 by KACC. These reports were generated in an attempt to come up with solutions to endemic corruption and poor service delivery. These reports had highlighted the areas of Departmental shortcoming and made recommendations to improve service delivery

The purpose of the study was to establish the influence of reforms implemented by the Department on its service delivery. Therefore, the objectives of the study were to evaluate influence of adoption of ICT on service delivery, determine the influence of increased staff numbers on service delivery and establish how strong anticorruption efforts influenced service delivery. Other objectives were to determine the success of public awareness programs and how they influenced service delivery, to assess the impact of decentralization on service delivery and finally to explore the influence of administrative reforms on service delivery.

The research design was a survey and the research instrument used was mail questionnaire. Stratified random sampling method was used to proportionately cover the Headquarters, Regional offices, International airports and Border control points. A total of 80 respondents representing 10 % of all immigration officers participated in the study.

The findings of the study are that the implementation of reform measures positively influenced service delivery. Reform efforts awareness stood at 98.8% and ICT usage was at 94.7%. Adoption of ICT was rated as having the greatest influence on service delivery while public awareness efforts were least rated. Staffing levels had improved with 80% of respondents stating that the numbers were adequate and therefore this positively influenced service delivery. Administrative reforms drove the change toward improved service delivery while decentralization reduced congestion at service centers by spreading services near the service seekers.

The study recommends on the need keep the reform agenda pace and ultimately internalize the positive changes to transform the Department to the aspired status as articulated in the vision and mission. There is also urgent need to adopt an integrated ICT platform by interlinking all sections and stations for improved operations. Public education, information and communication strategy was poorly rated, in order to maintain a good corporate image and proactively address the customers' needs; there is urgent need to revitalize Public relations office at the Department level.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Department of Immigration is a public service organisation in the Ministry of Immigration and Registration of Persons. Its core mandate is mainly the issuance of Travel and Residence Documents, and controls entry and exit of persons at the Border control points. Reforms in the Department were aimed at taking corrective measures of identified short comings and adoption of best practices in service delivery to conform to international immigration standards.

According to Public Sector Transformation Department (PSTD), the Public Sector exists to translate the priorities and the directions of the Government into tangible benefits and results for Kenyans (PSTD; 2010). The public sector must not only meet the needs of its citizens, but it must exceed their expectations as well as maintain the highest standards benchmarked on international best practice. This was the guiding principle in the implementation of reforms in the Department of Immigration and the wider civil service.

Reforms in the Department of Immigration were first manifested by the desire to computerise in 2001. This was followed closely in 2004 by a Reform and Restructuring Program initiated by the Department. In 2005, a serious Anti-corruption initiative was launched culminating in invitation of Kenya Anti-Corruption Commission (KACC) to conduct an audit of systems, practices, procedures and policies with the purpose of not only eliminating corruption but improving service delivery. These initiatives resulted into three reports namely; Needs Analysis Paper of 2001, Immigration Reforms (Restructuring) Report of 2005 and finally Systems, Practices, Policies and Procedures Audit Report of 2006 by KACC, which guided the reform process.

The rationale of the study is that no other study has been carried out specifically in the Department to delineate the direct influence of reforms on its service delivery. Other surveys namely; Customer Satisfaction Survey, Employee Satisfaction Survey and Health and Environment survey have been carried out and their finding do not specifically evaluate the influence of reforms on service delivery.

The essence of this study is to find out the influence of internally generated reforms on service delivery. These reforms included adoption of ICT through computerisation to help manage records and streamline processes to increase efficiency in provision of services. ICT was expected to increase service reliability in and reduction in service delivery times. Another reform was decentralisation of service to decongest the service centres as well as take services closer to people. Due to poor public perception, massive public awareness campaigns were designed to inform and educate the public on the departmental services, the requirements and their rights as they seek the services. The purpose was to continually communicate with the public in order to demystify the Department and booster the corporate image that had been dented by years of poor service delivery and corruption.

Another reform effort was to address the acute shortage of immigration officers, the Department embarked on massive recruitment of officers raising the numbers gradually from 178 Immigration officers in 2002 to about 800 in 2010. A very strong anti-corruption reform approach was adopted by the Department including sensitizing officers, adopting proactive preventive measures and stern action against officers implicated in corrupt practices. Finally, administrative measures were taken to make the Department responsive to customer needs in absence of comprehensive legal reforms. The purpose was to have a paradigm shift from processes to results.

Change in regime also propelled reforms in the management of public affairs giving impetus to reforms already started in the Department. This followed the formation of the National Rainbow Coalition (NARC) Government in 2003, which was elected on a platform of change. The regime started on high spirited reform initiatives including radical surgery on the Judiciary and re-organization of Procurement Department which all illustrated the vulnerability of notorious Departments. In 2004, Transparency International (TI) report had seriously implicated the Department of Immigration for bribery (TI 2004). The reform atmosphere and the negative perception added to the impetus for reforms in the Department.

However, in analyzing these internal reforms, it is important to recognize that they run concurrently with the other public sector reforms like Performance Contracting, and Performance Appraisal Systems, Public Service Integrity Programs, Rapid Results Initiatives, Results Based Management, introduction of Citizens' Service Charter and Citizens' Score Card which are not a part of this study. These reforms also received a lot of external support from enabling programs like Governance, Justice, Law and Order Sector (GJLOS) reforms and National Anti-corruption Campaign Steering Committee (NACSC). These bodies were instrumental in facilitating and maintaining the necessary impetus for change in pursuit of the Departments' vision and mission.

1.11 Background of the Department of Immigration

The functions of the Department of Immigration are not fully understood by members of public. Majority of people link it strictly with issuance of Kenya passports and its role at the borders is often confused with that of Kenya Revenue Authority (KRA). Little is appreciated of its role in control of foreigners' entry and stay in Kenya either temporary or long term. Against this background, it is important to briefly clarify its history and functions.

The Department of Immigration started operations in 1906 deriving its mandate from Immigration Restriction Ordinances of 1906, 1940, 1944, 1948 and 1956. The purpose of these ordinances was to restrict entry and permanent residence of foreigners into Kenya. Today, its services include control of exit and entry of persons at the land border points, seaports and airports. The aim is to deter undesirable immigrants whose presence may compromise national interests.

It is also mandated with issuance of travel documents like passports, temporary permits, Certificates of Identity and Nationality (CINs) and United Nations Conventional Travel Documents (UNCTDs) in conjunction with United Nations High Commission for Refugees (UNHCR). It is further tasked to control and regulate residency through issuance of work permits and passes. In addition it processes and grants visas, processes citizenships of Non-Kenyans who qualify through registration or naturalisation as specified in the constitution of Kenya.

To protect and safeguard jobs available locally, it is tasked with Kenyanization of jobs held by non-Kenyans where the requisite skills are locally available by denial of work permits. It enforces registration of Aliens residing for more than three months in Kenya. It is also a law enforcement agency with investigation and prosecutorial powers against those who contravene immigration laws and regulations. It is charged with removal of prohibited immigrants and persons declared so by the Minister for the time being responsible for immigration matters or courts of law.

Its services are found at the Nairobi Headquarters at Nyayo house, Regional offices (at Mombasa, Kisumu, Garissa, Eldoret, Embu, and Nakuru), Border control points and limited presence in Missions abroad where it renders consular services and quasi consular services (See appendix 1). The Department also liaises with other security arms like National Security Intelligence Services (NSIS) and the Kenya Police to enhance national security. In performance of its duties it coordinates and consults with many Government Ministries and Departments, parastatal bodies, professional bodies, private organisations, foreign missions and international bodies.

The Department operates under an Immigration Act CAP 172 which came into force on 1st August 1967. It also enforces Aliens restriction Act CAP 173 and Citizenship Act CAP 170. Its operations are also guided by the Constitution of Kenya and by other acts of parliament like the Penal Code Cap 63, Criminal Procedure Code Cap 75, Evidence Act CAP 80, Extradition Act CAP 77, Privileges and Immunities Act CAP 179, Refugees Act of 2006 among many others. Various Protocols, Bilateral and International agreements influence its operations. It is also guided by administrative regulations and visa regulations issued from time to time to address emerging issues.

The Immigration Act enacted in 1967, is outdated and unable to address the emerging international trends like terrorism, human trafficking and smuggling and emerging global immigration trends. In fact its mandate is in contradiction with new acts like Refugees Act and it has been criticized as not being responsive to human rights issues.

The Act has also not provided for many Departmental functions and, therefore, day to day running of the Department has been through administrative rules and regulations communicated through circulars from time to time to adjust to the changing internal and external environment. For instance, passports to date are issued administratively as there are no legal frameworks; hence, before administrative reforms were put in place, issuance was left to the discretion and whims of immigration officers and other interested parties with no legal recourse for the citizens. The lack of legal framework and redress mechanisms led to enforcement of directives that negatively affected the rights of Kenyans, for example emigration of Kenyan doctors in search of better opportunities in late 1980s and early 1990s was curtailed through denial of passports. The import of such draconian actions was agitation by Kenyans for the passport to be included in the constitution as a right.

The Department has had no permanent home within the Government structure, finding itself in different Ministries at different times. This has affected its coordination and consistency of strategies and policies. The Department of Immigration like other state organisations is a bureaucratic structure, very tall structurally with horizontal departmentalization of work into sections, each handling some specific function.

Like other Government departments it is faced with financial constraints and bureaucratic red tape which have hindered rapid implementation of reforms. Reforms have been mainly administrative though legal reforms are underway through the proposed Kenya Nationality and Immigration Bill pending at Attorney General Office. The Department operations have socio-economic and security implications to the country. Therefore, as much as it aspires to meet customer expectations and needs, it has to meet global immigration standards in the face of emerging transnational challenges to safeguard socio-economic and security interests of Kenyans.

1.2 Statement of the Problem

The study seeks to establish how the reforms planned and implemented by the Department of Immigration have influenced service delivery. The motivation is that the Department was always in the limelight for the wrong reasons, the main one being poor service delivery to Kenyans and foreigners alike. Corruption was considered endemic and the Department was rated as absolutely corrupt. According to the Transparency International (TI: 2004) Corruption Perception Index Report of 2004, the Department was perceived as the leader in graft having grabbed the first position from the Police Department. Anassi (2004), held the view that the Department was perceived as the third most corrupt organisation in Kenya after the Kenya police and the Lands Department. The services were unpredictable and taking inordinately long periods of time. The Department was perceived as high handed and unresponsive to customer needs. Timely services eluded those who never parted with bribes nor used other personal influences.

Some reforms were implemented to solve the challenges of poor service delivery and corruption. These included adoption of ICT through computerisation of processes, decentralisation of services, administrative reforms, increase of staff numbers and public awareness campaigns. Anti-corruption initiatives were also undertaken including sensitizing officers on governance, ethics, corruption prevention measures and stringent punishments to those implicated. The systems audit by KACC helped to identify corrupt prone procedures and implement a raft of measures to minimize corruption, besides establishing reporting mechanisms.

Lately, there have been many positive comments in the media from many service seekers on the changes that the Department has undergone. The office of the Ombudsman in their November 2009 report cited the Department as the most improved and responsive to its customers (GOK, 2009). According to Shah Vimal, Chairman of Kenya Association of Manufacturers, a lot of positive changes have been experienced in immigration procedures (Business Daily 30th Dec 2009). Corruption Perception surveys indicates that corruption has gone down. According to Corruption Perception Index Report of 2009 released by Transparency International in July 2010, the Department was not adversely ranked contrary to earlier high rankings.

The Department of Immigration has received several requests from Academic institutions to be used as a Case Study of reforms in the public sector. According to MIRP (2009), Customer Satisfaction Survey Report, the overall customers' satisfaction on quality of services provided was 77.7% were extremely satisfied and adherence to service charter as fairly satisfactory in that 66% of customers agreed that services were offered within the stipulated times.

Against this background, the study aims to establish if there is a link between internal reforms and the improved service delivery. This study therefore investigated the influence of reforms on service delivery in the Department of Immigration. How these reforms influenced service delivery was the gist of this study.

1.3 Purpose of the Study

The purpose of this study was to establish the influence of reforms implemented by the Department of Immigration on its service delivery.

1.4 Objectives of the Study

The objectives of the study were to;

- a) Evaluate the influence of adoption of Information and Communication Technology on service delivery.
- b) Establish the influence of strong anticorruption efforts on service delivery.
- c) Determine the influence of increased number of staff on service delivery.
- d) Determine the influence of public awareness campaigns on service delivery
- e) Assess the influence of decentralisation of immigration services on service delivery.
- f) Explore the influence of administrative reforms on service delivery

1.5 Research Questions.

This study seeks answers to the following questions;

- a) To what extent has adoption of Information and Communication Technology (ICT) influenced service delivery?
- b) How have the strong anti-corruption efforts influenced service delivery?
- c) What is the influence of increase in immigration staff numbers on service delivery?
- d) To what extent have public awareness campaigns influenced service delivery?
- e) How has decentralisation of immigration service's influenced service delivery?
- f) To what extent have administrative reforms influenced service delivery?

1.6 Significance of the Study

This study, sought to establish the place of public sector reforms in the delivery of services. This is important since reforms are ongoing in any organization to improve on its performance. The process is often expensive and costly in terms of time and other resources. It is therefore important to generate knowledge so that implementation of reforms need not be expensive in terms of time and money due to expensive errors which could have initially been identified and avoided.

This study being pragmatic, the findings can help in management of change by effectively guiding actions since it identifies factors or variables that could easily combine to positively influence service delivery. Therefore, it may serve as a reference point for the development of policy that will guide the future undertakings of the Department of Immigration on reforms and service delivery. The study may guide other Government Agencies in identifying necessary reforms, planning and allocation of resources to address the most effective interventions in service delivery reforms implementation. The assumption is that if these variables can be replicated in any other organisation, then similar results can be achieved.

The study findings will increase the body of scholarly knowledge to practitioners and academicians on implementation of reforms to guide change in public service delivery. Academicians may use the findings for further research and practitioners may borrow from the study while implementing reforms in their organisations. Some academic knowledge may be generated specifically appraising the theoretical models applied in this study.

1.7 Limitations of the Study

The limitations in this study included the strategic use of information in the organisations which make it very difficult for its release. In government, classification of information and an oath to keep information secret by civil servants makes it very difficult for anybody to release it without authorisation. Public service organisations, of which the Department of Immigration is one of them, experience poor information storage methods. This makes timely access to reliable information very difficult. The researcher is an employee of the Department and the way the study was to be conducted must be free from bias. The researcher also faced constraints of inadequate time and resources to carry out a comprehensive study.

To counter problems associated with poor information storage method, both primary and secondary sources of data were used in the study. The purpose was to gather both qualitative and quantitative data. To overcome the challenges associated with secretive nature of organisations and limited release of information, the researcher clearly stated the purpose of research to the Head of the Department as purely academic, and the anticipated value it would have to the Department since the influence of reforms on service delivery in the Department has never been academically evaluated. Therefore, permission to conduct the research was granted by the head of the Department. With the authority to conduct research granted, respondents trust was won by the assurance of confidentiality of the information provider and information provided.

To overcome the problem researcher bias, strict adherence to the research principles was observed. Stratified random sampling procedures were strictly followed according to the sampling frame and distributing research instruments to the stations and respondents were randomly selected.

To address the constraints of time and money, the study adopted 10% sample size and adopted the most cost effective research instrument, that is questionnaire to cut on travelling and accommodation costs. Use of coordinators in the regions also helped to reduce costs and save time.

1.8 Scope of the study.

The focus of the study was in the Department of immigration in Kenya. It was aimed at all operational areas where service delivery takes place including international airports, Border control points including land and sea entry points, Regional offices and Headquarters at Nairobi which are key area where reforms have been implemented. Data was only collected from immigration officers, since as permanent staff; they had the institutional memory and the capacity to provide accurate information on influence of reform initiatives on service delivery. However, officers serving in missions abroad were excluded from the survey due to envisaged logistical problems.

The scope of the study was on the influence of reforms undertaken by the Department on service delivery. These included ; adoption of ICT, strong anti-corruption efforts, increase in staff numbers, decentralisation of services, public awareness campaigns and influence of administrative reforms on service delivery. Service delivery scope covered the influence of reform initiatives on service in terms of speed of service delivery, quality of services, access to services and customer satisfaction in general manifested in reduced complains.

1.9 Assumptions of the Study

The study was based on the assumption that the sample selected is representative of the population of study. It was further assumed that the aspects of the study are identifiable and there are no external interferences with the study. It was assumed that the data collection instruments had validity and reliability to measure the desired constructs and variables. The study also assumed that the respondents correctly understood the questions and truthfully responded to them. Finally it was assumed that all answers were correctly recorded and analysis was objective.

1.10 Definition of Significant Terms

This section aims at defining the key terms found in the topic as used in the context of this study.

Reforms: Reforms in the context of the study refers to a set of planned, deliberate and concerted actions taken with the aim transforming the Department of Immigration to offer high standards service.

Service delivery in the context of the study refers to meeting the external customer needs in terms of time and timeliness, completeness, courtesy, consistency, accessibility, convenience and accuracy of services. The service should be responsive and delivered honestly, efficiently and in a friendly manner to meet customer expectations. The focus is on customers receiving immigration services. Internally, the service delivered should meet the essence of the Department existence.

1.11 Chapter summary

In this chapter, the background of the study clearly demystified the Department of Immigration operations. It also laid bare the basis of implementation of reforms which was poor service delivery and endemic corruption. It highlighted the reforms that were implemented and whose influence on service delivery will be studied. The chapter also provided the background documents which were relied upon to initiate reforms namely: needs analysis papers of 2001, reform program and adoption of KACC report of 2006. The statement of problem was identified as to establish how reforms have influenced service delivery, the objectives of the study in relation to the study were identified and research questions formulated. The limitation of the study and how they were overcome were discussed and significance of the study identified as both as pragmatic for policy making and as basis of further academic knowledge and research. The scope of the study was identified as focusing on the immigration department staff and confined to six areas of reform as exemplified in the objectives. Assumptions of the study were drawn and main one being that the sample will be representative and the research instrument will meet the requisite validity and reliability criteria. Finally the significant terms reforms and service delivery were defined in the context of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section examines the existing literature on reforms in the organisations with special emphasis to the public sector. The focus of this section will be on views held by various scholars on reforms and existing theories on reforms, planned change management, strategic change and Organisational Development. The purpose is to set the record on the advent of reforms and implementation. Bullock and Battens (1985) was adopted as the theoretical framework to analyse reforms implementation in the Department. The second section focuses on literature related to service delivery in public organisation. From the literature reviewed, a conceptual framework showing the relationship between the variables of the study is shown. The purpose is to put reforms and service delivery in perspective so that the influences on each other can easily be discerned.

2.2 General Background on Reforms and service delivery

This section focuses on general views held by scholars on the concept of reforms in organisations. According to Nils (2006), reforms are perceived as dramatic organisational changes; however they reflect organisational stability more than change. Nils argues that, reforms are driven by problems and search for solutions and are highly self referential.

Katorobo (1998) views reforms as adoption of best practices approach method in management of public affairs. He sees reforms as attempts by managers to seek to replace ineffective, current practices with proven, benchmarked practices or what he refers to as conformance improvement. Though he does not advocate overnight improvement, immediate targets such as milestones can be met in the midterm. Each milestone in the long run becomes a benchmark towards achievement of the objective. He views action, planning and scheduling as paramount in achieving best practices. From this view, it can be deduced that reforms are not a one off affair but requires continuous effort to correct what is perceived as not satisfactory.

Burnes (2004) equates reforms to planned change, a term first used by Kurt Lewin, a Guru on change management. Reforms may therefore be viewed as innovations or planned change that is consciously embarked upon and planned by an organisation. Burnes further borrowed from Kurt, who had viewed reforms as iterative, cyclical process involving diagnosis, action and evaluation, further action and evaluation leading to self sustaining change with emphasis to collaborative nature of change effort. Reforms in this sense can take many forms like; alteration, correction of errors, modification, improvements, innovations and transformation to achieve certain specific outcomes which are desirable to the organisation.

Schacter (2008) argues that public sector reform is about strengthening the way that the public sector is managed. While Johnson and Scholes (2002) are of the opinion that reforms are deliberate and coordinated actions taken to transform an organisation to overcome environmental challenges in order to achieve its objectives.

Robbins and Judge (2009) view reforms as planned changes, these are changes that are proactive and purposeful, intentional and goal oriented. They are manifest in structural, administrative, legal, technological and attitudinal changes with the aim of improving the organisation, for example by addressing the hindrances to the achievement of organisation goals and objectives. The same sentiments are shared by Greenberg and Baron (2003), they view reforms as carefully planned and deliberate changes involving the process of formulating, implementing and evaluating decisions to enable an organisation to achieve its objectives. They are deliberate and conscious decisions to change fundamental aspects of the organisation. Sometimes they may redress serious wrongs without essentially altering the fundamentals of the system.

Kreitner (2004) argues that the changes can be anticipatory in nature where there is systematic planning intended to take advantage of a situation or reactive in nature necessitated by unexpected environmental pressures or events. These take different shades of reforms often seen as incremental changes to keep the organisation in the chosen path. Kreitner views such changes or reforms as strategic change to alter the shape or direction of the organisation through a process of adaption, recreation, tuning or orientation.

The same view is held by Cole (1995) that reforms can originate from two types of changes namely; reactive change where organisations are forced to respond at short notice to external and internal influences and planned change where organizations initiate changes actively.

To this end, reforms imply a concept of change, that a situation, person or thing has altered in some way. Change implies difference, adaption, innovation and renewal. Cole further argues that in public sector, reforms are signaled by legislation and government action. Organizations are rarely standstill, but are more or less in constant state of flux, where change and adaption in one part of the organization has a knock on effect elsewhere. The reforms carried out at the Department of Immigration have been both reactive and proactive in orientation.

Nzuve (2001) posits that reforms are adaptive strategies involving changing or adapting organizational internal components to fit external changes. He argues that an organization is a system whose survival depends on the ability to adapt to changes in its environment which he calls, forces of change. The forces of change include stakeholders, government regulations, competitors, suppliers and value systems. The adaptive strategies can be either proactive or reactive. According to Nzuve (2001) reforms, unlike unplanned change, require careful planning and execution. He argues that organizations usually introduce change through people and unless people are willing to accept the need and responsibility of organizational change, then the intended change cannot occur.

Reading from the same perspective of public sector organizations, Rose and Lawton (1999) observed that changes in the public service arise out of need for efficiency, economy, effectiveness, performance evaluation, ethics and market concerns. They further note that demand for services and expectations of quality of those services have placed extreme pressures on managers and their organizations, depicting change as a continuous episode in the life of organization.

According to Palmer, Dunford and Akin (2009), reforms are based upon the dominant assumption that the intended change outcomes can be achieved. Organizations change due to a variety of pressures on managers to change. They come from many directions: the environment, the discovery of deviations from standards, new desires and visions for the future, or the fundamental nature of organisations themselves. They further argue that the managers respond to pressures of change differently. Some do so strategically through correcting an internal problem to create more efficient operations, others respond to change through formation of better team works, common values, and mindsets to produce the collaborations and co-operations that are better needed to achieve better organisational outcomes.

Palmer, Dunford and Akin (2009) further argue that, reforms or organisational change can also occur in response to the latest management fad or fashion; in order to be seen as professional, modern or progressive. These fads include adoption of various management styles like Management by Objectives, Program Evaluation and Review Technique, Quality cycles, corporate culture, Total Quality Management, ISO, Benchmarking, Employee empowerment and use of Visions, Core competencies and in day to day management of the organisation. Other pressures managers respond to include geopolitical pressures, reputation and credibility pressures, identity pressures, new broom pressures and power and political pressures.

Palmer, Dunford and Akin (2009) borrow heavily from other scholars to explain reforms. They argue that reforms can be incremental and infrequent or significant and traumatic and this change can be distinguished between two different types of change namely; First-order change and Second –order change. First order change is seen as small scale, incremental and adaptive while second-order change is seen as large scale and disruptive. Reforms in the Department of Immigration have taken the first order type of change.

According to Newman (2004) First –order incremental change involve adjustments in the systems, processes or structure but it does not involve fundamental changes in strategy, core values or corporate identity while Second-order change is transformational, radical and fundamentally alters the organisation at its core.

Bate (1994) argues from the same framework, when he asserts that first order change maintain and develop the organization; they are designed almost paradoxically, to support organizational continuity and order while second order change entails not developing but transforming the nature of the organization.

The two scholars cited above; Bate and Newman consider the second order or transformational changes as therefore discontinuous. Such change include downsizing, restructuring and reengineering. Other changes that may confront managers include downsizing, introduction of new technology and mergers and acquisitions in the private sector. Second order types of change that are often very dramatic and disruptive are not the subject of this study. Nadler and Tushman (1995) identified the following types of change, anticipatory or reactive to the external environment which include four categories namely; tuning (anticipatory and incremental), reorientation (anticipatory and discontinuous), adaption (reactive and incremental) and recreation (reactive and discontinuous). Reforms in the immigration department have adopted all categories of change management at different times.

Luthans (2008) views reforms in the context of Organisational Development which lead to organisational performance through an improved decision making climate. This takes into account organisational and employee needs. He borrows from French and Bell (1995) who define Organisational development as a long range effort to improve an organisation's problem solving and renewal process particularly through a more effective and collaborative management of organisational culture with special emphasis on culture of formal work teams, with assistance of change agents or catalyst and the use of the theory and technology of applied behaviour, science including science research.

Black and Margulies (1989) suggest that Organisational Development aims at the management of change in that change is planned, it is system wide and it is designed to improve the organisation both in short and long term. Further this change is aimed at organisational process rather than substantive content, it focuses on solving problems and focus on human and social relations as well.

The same view is collaborated by Burnes (2004), who argues that reforms may be viewed as Organisational Development with emphasis on people and in organisation and how they function. It aims at getting individuals, teams and organisations to function better.

Burnes further posits that, reforms involve common sense, hard work applied diligently over time, a systematic goal oriented approach and valid knowledge about organisational dynamics and how to change them.

Burnes (2004), argues that the underpinning of organisational development is a set of values, assumptions and ethics that emphasis its humanistic orientation and its commitment to organisational effectiveness. Some of the values include, empowering employees to act, creating openness in communication, facilitating ownership of change process and its outcomes, promoting culture of collaboration and promoting continuous learning. From the above arguments, it can be deduced that planned change, reforms and organisation development all aim to improve the organisation in achievements of its goals.

Leavitt (1964) suggested that organisations could be changed by altering one or more of the three major variables- people, structure or technology, while Peters and Waterman (1982) widened variables in their adoption of seven elements framework to cover; strategy, structure, systems, staff, style, skills and shared values (culture). Other factors that could be included are technology, work and task design.

Cole (1995) opined that, for change to be implemented in the public service, the organizations have to adequately respond to both internal and external factors. External factors may include government policy, influence of pressure groups, customer demands and technological changes.

The internal strategies include personnel strategies, structure and systems strategies, tasks and work strategies, people strategies, technological strategies and organizational culture. Cole (1995) further contends that change of behavior is important and it can be enforced by: leadership training, coaching, counseling, appraisal and training programs, and imposition of sanctions and provision of suitable rewards.

Kanter (1997) argues that change management requires tuning into the environment, challenging assumptions, crafting a vision, using diplomatic skills to get favorable response (this build coalition of backers) keeping actions moving by handling interferences/ resistance, maintaining the momentum, incorporating emergent developments and never losing sight of the overall goals. Therefore the reform initiatives must focus and keep track to attain the predetermined goals.

Senior and Fleming (2006) argue that change in organization is the norm today. Organisations are influenced by a multitude of factors, which are influenced by both the internal and external environment. Change in an organisation does not happen in a vacuum but is a result historical development as well as the results of the day by day vagaries of political, economic, technological & social cultural influences. To this end, Organisational reforms require some inventions and innovations which may be triggered by, a new chief executive or other senior manager, revision of administrative structure, the redesign of a group of job, the redesign of a factory or the office layout, purchase of new IT equipment, a new marketing strategy and strengthening of specific departments to respond to the environmental challenges. According to

Bullock and Battens (1985), argued that reforms take four phases which are exploration phase, planning phase, action phase and integration phase. They came up with a model to explain reforms by outlining the phases an organization has to go through for genuine reforms to be achieved. In the exploration phase, the organisation explores and decides whether it wants to make specific changes in its operations and if so commit resources to planning the changes. The change process involved in this phase are becoming aware of need to change, searching for outside assistant (a consultant/ facilitator) to assist with planning and implementing change and establishing a contract with a consultant which defines each party responsibilities.

Planning phase comes after understanding organisational problem or concern, the change processes involved are collecting information in order to establish correct diagnosis, establish change goals and design appropriate measures to achieve these goals and persuading key decision makers to approve and support approved change.

During the third phase called the action phase, an organisation implements the changes desired from planning, the reforms are designed to move an organisation from the current state to desired future state, and includes establishing appropriate arrangements to manage the change process, and gain support of actions taken, evaluating implementation activities and feeding back the results so that any adjustments and refinements are made. Finally the final phase called integration phase, involves consolidating and stabilising changes so that they become part of an organisation, normal, everyday operation and do not require special arrangement or arrangement or encouragement to maintain them. Change process reinforce new behaviour , diffuse the successful aspects of the change process throughout the organisation , training managers and employees to monitor the changes constantly and seek to improve them.

Service delivery in public sector as elsewhere is aimed at improving customer satisfaction by offering services efficiently and effectively. General improvement in management of public sector in areas of accountability and human resources which add value to services rendered. In service delivery, different public organizations stress on different attributes. Generally the concept of service delivery is based on the underlying assumption that the customer is the king, who expects exemplary and distinguished service. The focus is therefore on meeting customer satisfaction. According to Kenya Bureau of standards (KEBS) Handbook on Implementation of Quality Management Systems on (QMS) based on International Standards Organisation 9001 (ISO 9001), the dimensions of quality service include; time and timeliness, completeness, courtesy, consistency, accessibility, convenience, accuracy and responsiveness. The delivery of service should be based on honesty, knowledgeable, efficient, innovative, flexible and friendly staff. It is on basis of meeting these attributes that the influences will be evaluated.

On the other hand, Ministry of Civil service and administrative reforms in Mauritius stress on provision of pleasant environment to its customers and helpful and courteous staff among other objectives. Service delivery in this case will not focus only on external customer needs but also on the purpose for which the organisation was created.

2.3 Reforms in the Department of immigration

Immigration Department being a part of the wider civil service has been affected by civil service reform program of the 1980s and the ongoing civil service performance improvement programs. In the 1980s, the World Bank through its Structural Adjustment Programs (SAPs) initiated much of the Public Sector reforms (ECA, 2003). In addition, combination of economic, social, political and technological factors had a hand in reforming the public service. In the wake of good governance, the functioning of the public sector dominated the debate as a manifestation of bad governance.

According to Kiragu (2002), reforms in Sub-Saharan Africa took three waves namely; 1980s to mid 1990s where the emphasis was on restructuring which was synonymous with retrenchments, the second wave of 1990s emphasized on capacity building. These two had different orientation and failed to improve service delivery. The third wave that came around 2000 focused on service delivery with the following themes; need to demonstrate early results, transparency and accountability and improved service delivery.

Tamimy (2008), argues that the Department like other public sector players was faced with both external and internal challenges ranging from political, technological, legal, social and widening informal sector advancement of technology, economic and regional integrations and other global challenges. Tamimy further argues that internally the Department lacked managerial cohesiveness since sections were operating independently with personal approach to customer needs was missing hence corruption became rampant leading to an outcry. It is against this background that reforms had to be implemented to conform to public sector expectations.

According to Schacter (2000), Departments as agents of the state, are staffed by civil servants and exist to provide unique goods and services to the public. The public sector is ideally supposed to make economic and social policies, design and implement public programs, raise revenues and manage accountability which must benefit the citizenry.

According to the Departmental of Immigration Service Charter (2009), the Vision of the Department is to be the best providers of immigration services in the world, while, the Mission is to contribute to safety, security and socio-economic development of Kenya by facilitating international travel and regulating entry, exit, residency and citizenship. It is against this spirit that the reforms were based.

In 2003, Government efforts were geared at zero-tolerance to corruption whereas the yearly Transparency International Reports puts the Department in the list of those perceived to be corrupt. The Transparency international report released in 2004, the Department was ranked first in bribery perception index for the year. Yet, corruption impedes on service delivery and conscious efforts are required to correct the wrong perception. The NARC government also came in power on a platform of change. Reforms to deliver better services to the public were therefore in vogue and the Department proactively reacted to the changing times though, some initiatives had begun earlier.

Cole (1995), posits that in work organisations, changes take place in response to external pressures and sometimes in response to planned change as it happened in the Department. In 2001 an extra ordinary meeting of Sections Heads and newly appointed Principal and Deputy Principal Immigration Officer resolved to establish a computerization steering committee. This arose out of realization that manual operations were a major hindrance to effective service delivery. A committee of Senior Officers in conjunction with IT officers and consultants addressed challenges faced during manual rendering of services in all sections and recommended adoption of networked information technology in a bid to improve service delivery. They prepared a Needs Analysis Paper (GOK 2001) whose implementation charted the way forward for computerization.

However being aware that reforms or change efforts must be pervasive affecting every aspect of the organization life, its goals and strategies, its people, its organizational processes, its tasks structures, its choice and use of technology, the report recommended a need for further remedial measures beyond technology to improve the image of the department in each section.

In February 2004 the Department of Immigration formed a taskforce mandated to study, review and address the shortcomings of department laws, operations, structures, facilities, resources allocations and inefficiencies in service delivery systems .The purpose was to adopt and conform to challenges of 21st century in service delivery by offering effective and efficient services in the view of anticipated increase in demand for immigration services. The general objective was to reinvent or transform the Department in conformity with new political dispensation and change the corporate image through improved service delivery. The findings of the taskforce formed the; Department of Immigration Reform (restructuring) Program paper. (GOK, 2004)

The report was proactive in that it recognized the need to prepare to offer effective and efficient services, by anticipating the unprecedented demands for immigration services by large number of Kenyans travelling out of the country and increased number of visitors visiting and leaving the country. It recognized that Kenyans, residents and visitors are aware of their rights and demand prompt and efficient service. Any delay in service delivery is construed as inefficiency, bureaucracy, ineptitude and denial of one's constitutional right to freedom of movement (GOK 2004).

The report recommended that to ensure an efficient and & flawless delivery of services to the public without compromising national interest, the Department urgently requires to adopt the private sector businesslike approach (GOK 2004:3). Among the report recommendations were decentralisation of services to bring services closer to the public, computerise and network operation and increase in staff numbers. In addition the Department had to review or amends the current legislation and draft of new immigration policy. Re-organising the regions and headquarters was recommended so that the emerging structures were responsive to public needs.

The final major reform initiatives was in 2005, when the former Minister of Immigration and Registration of Persons, Jebii Kilimo invited the Kenya Anti-corruption Commission to conduct an examination of systems, practices, policies and procedures with the view of not only enhancing efficiency but also eliminate corrupt practices in the department.

The report required the department to prepare implementation schedules of the recommendations within a month of receipt of the report with a copy to them for monitoring and evaluation of implementations. (KACC, 2006)

According to MIRP strategic plan for 2005/6 -2009/10(GOK 2005), The focus of the reforms was on attitude change reforming its traditional authoritative approach to more customer friendly approach, other reforms touched on the structure where key operations were centralized, review and modernization of operational processes to improve efficiency and effectiveness, improving internal resources capabilities through appointments. These efforts were supported by the introduction of appropriate technology for increasing efficiency.

From the recommendations of various reports, implementation of the reforms to improve service delivery was the only choice. Cole (1995) had acknowledged that organisation must constantly change to respond to threats and opportunities as they emerge. To Cole, changes take place on large scale, sometimes in response to external pressures and sometimes in response to planned change. It affects every aspect of the organisation life, its goals and strategies, its people, its organisational processes, its tasks structures, its choice and use of technology and its external stakeholders. Cole outlines the major variables in an organisation that change to sustain a reform initiative. These include changes in the structure, change in purpose and goal, change in tasks and work, technology, skills and style and organisational culture. However being a government department, the reform was gradually implemented within the available resources.

Nzuve (2001) argues that the key strategies involved in reforming organisations are sensing environmental changes, processing relevant information, changing organisational internal components for example technology, organisational structure, payment systems, changing the people for example tasks and structural changes and getting feedback.

Department of Immigration has implemented reforms in tandem with the views held by various scholars. Accordingly, the Department of Immigration adhered to the reforms phases as outlined by Bullock and Battens (1985), though not strictly as outlined in their model. Bullock and batten (1985), in exploration phase or self analysis the organisation explores and decides on specific changes it wants to make it, then commit resources to planning the changes. In the Department of Immigration, self analysis was introduced by new leadership in 2001 after dismal performance in terms of service delivery manifested in high corruption perception and increased customer complaints. The operating environment was transforming rapidly in social economic and political arena with agitation for more freedoms and rights, demands for accountability and transparency were in vogue as democratic space had rapidly expanded. The terrorist attack on United States of America embassy of 1998 exposed the Department of Immigration on how it had handled the perpetrators. The terrorist attack attracted the attention of development partners who were handy in assisting especially on matters related to security.

The Computerisation Steering Committee was formed to analyse manual operating systems and determine the shortcomings related to service delivery. The committee was also to determine computerisation needs, identify objectives of computerisation and consult with relevant technical arms. It was also task to oversee the process of tendering and procurement for appropriate systems software, implementation of computerisation and determine training needs (GOK, 2001).It became evident that the Department of Immigration had not adopted ICT in any of its operation. Other shortcoming were realised during this period. This self analysis phase led to Needs Analysis Paper (GOK, 2001) which was a culmination of long internal reflection. The report exhibited the internal desire for planned change and formed the basis of future planning and reforms.

It is imperative to note that the department exhibited the necessary seriousness by allocating resources for research and engaging external consultant on ICT. It also borrowed lessons learnt from other organisation that had undergone recent reforms like KRA to assist it in planning and implementation of reforms.

The committee came up with the Department of Immigration Information Management System (DIMS) with models for application in various sections. However this noble idea was hijacked to become a part of Anglo-leasing scandal. However, the ongoing computerisation programs are based on this study. Adoption of ICT is currently either complete or ongoing in the sections but networking and inter-section linkage is very limited.

This report gave a lot of emphasis on computerisation and gave lip service to the other initiatives. As a result the Department came up with another taskforce in 2004 to review and address the shortcomings/inadequacies of departmental laws, operations, structure, service delivery systems and resources. This taskforce came up with the following some recommendations among them; decentralisation of services to regional offices, districts and missions abroad, increase the number of immigration officers from under 300 to 1758 officers and computerisation of operations including; records management and operational processes and finally develop human resources in the department through training and motivation.

Further analysis occurred in 2005 which culminated in the invitation of the Kenya Anti-corruption Commission to conduct an examination of systems, practices, policies and procedures with the view of increasing not only enhancing efficiency but also eliminate corrupt practices in the department. The purpose of the examination was to identify opportunities and avenues of corrupt practices in the systems, policies, procedures and practices in various functional departments of the Department of immigration and to make recommendations on how to seal identified loopholes (KACC 2006).

Planning phase come after understanding organisational problems and concerns, in the self analysis and exploration phase. Information collected and analysed in earlier phases assists in diagnosis of the problems and suggests viable solutions. The planning phase establishes change goals and design appropriate strategies to achieve these goals. Key decision makers must approve and support the change process.

In the Department of immigration, planning and implementation of change is spearheaded by the Departmental Management Committee (DMC). This is a committee of senior officers tasked to plan the modalities of implementation and continuously monitors the progress, making any adjustments if necessary. A section head normally spearheads the reform initiative in his/her section with the full support from the top. The intention is moving the section from the current state to desired future state. It includes establishing appropriate arrangements to manage the change process and gain support by the staff in the section. The section head continually evaluates implementation activities and gives feed back of the results to the DMC the Administration for adjustments and refinements to be made. For ICT projects the inputs from the user departments is usually very important. Therefore the reform process has been administratively planned and implemented in the department.

Integration phase involved consolidating and stabilizing changes so that they become part of an organisation, normal everyday operations. The Departments stabilises what has been achieved and sets this as a benchmark for future improvements. It also strives to ensure that there is no deviations to the standards set by constantly monitoring the achievements are to the stated standards. The department is now aiming to move from reform process to transformation where all operations are stabilized and become normal operations without any additional efforts to sustain them.

The Department implemented a number of reforms in a bid to achieve the desired change. This section details the initiatives and links them to the existing literature in an attempt to establish the relationship between the implemented reforms and the expected results.

2.3.1 Increase in staff numbers

Bennet (1997), stress that in organisation management, human resource planning is necessary. It compares organisational existing labour resources with forecast labour demands and hence the scheduling for activities for acquiring, training, redeploying and possibly discarding labour. The purpose is to ensure adequate supply of labour precisely when required.

From the situational analysis made in phase one and reported in the Reform Paper, the Department was facing acute staff shortage with 178 immigration officers in the year 2000, under 300 immigration officers in 2004 out of Department of Immigration establishment of 398 immigration officers. According to the Department of Immigration reforms paper of 2004, due expansion of services and the need of improving service delivery, the ideal number of immigration officers was set at 1758.

According to MIRP (2006), Employee Satisfaction Survey Report revealed that in 2006, the immigration officers levels had arisen to 457 against an establishment of 544 officers. Yet, the establishment was inadequate to meet the Departmental staff levels. The Department petitioned the then Directorate of Personnel Management (now Ministry of State for Public service) to allow it to recruit up to the desired number. This was approved and batches of 200 officers were recruited in 2005/2006, 2006/2007, 2008/2009 and further 200 will be recruited in 2010/2011 financial year. This has boosted to number of officers to about 800 officers.

Despite the gradual increase in numbers, Employee Satisfaction Survey Report highlighted a 61% level of satisfaction and 39% dissatisfaction. The main cause of dissatisfaction was inadequate staff numbers. Realizing that employee satisfaction is an essential component of service delivery, corrective action was taken to improve number of officers.

2.3.2 Adoption of ICT.

Nzuve (2001), argues that the planned change strategies may be driven by technological developments which may change methods of producing and providing goods and services, as jobs become more complex and technologically more interdependent. The interdependence also emphasizes people working in teams rather than individuals and this is better enabled by adoption of appropriate technology.

Bennet (1997), states that ICT adoption involves acquisition, processing and storage of information using computers. ICT generally revolutionizes office work and telecommunication. Judicious use of IT can lead to a first rate administrative system, effective decision making, efficient use of resources and high productivity. In public service, it links customers and suppliers, improves operational efficiency, facilitates business reengineering, improves management and enables organisations to respond quickly to environmental challenges. Bennet is categorical that ICT facilitates fast and effective decision taking through enabling use of operation research models, and providing solution techniques to be applied and used in advanced planning and coordination.

Pathak ,Singh Bekwal, Naz and Smith (2008) state that many developing countries are realizing the need for e government in order to provide customer focused, cost effective and easy use of services for citizens and business to improve the internal workings of the government. They argue that e government initiatives are making important contribution to improving public service and reducing corruption. The practical benefits include efficiency and effectiveness, empowered citizens, reduced overall time to process applications by making transactions more traceable, transparent and easier to access. They recommend that government departments need to undertake e-government initiatives actively, strategically and resourcefully.

Gupta, Dasgupta and Gupta (2008) argue that e-government initiatives in the entire world Endeavour to integrate information and communication technology to transform delivery of government services to their stakeholders by improving quality services, accountability and efficiency resulting in improved performance.

According to the Kenyan Government website, the Government is committed to offer better services through adoption and use of ICT. This is aptly captured by the following statement attributed to the President Mwai Kibaki in April 2009. It reads “the achievement of e-government is one of the main priorities of the government towards realization of national development goals and objectives for wealth creation and employment creation.

Effective and operational e-government will facilitate better and efficient delivery of information and services to the citizens, promote productivity among public servants, encourage participation of citizens in Government and empower all Kenyans”(e-government website)

The Department of Immigration has adopted use of technology in most sections. For example the Kenya Passport Issuing System(KPIS) for passport section provides real information on status of applications to officers and even applicants can track the status of their application by Short Messaging Services(SMS) from their phones. Personal Identification Security Comparison and Evaluation System (PISCES) has been installed in all international airports and some borders to assist officers in identifying undesirable elements and tracking entries and departures. Other systems include Entry Permits Issuing System (EPIS) for permit section, Records Management System for registry and e-visa system already planned and in procurement process will enable applicants to apply and get visas from any place in the world. However, the computerization process has been slow due to limited financial allocations that come in piecemeal per financial year. There is also limited networking between the systems.

2.3.3 Administrative reforms

According to Green and Baron (2007), planned changes can be carried on organisational structure, changes in technology and changes in people. Organisational structure may include modifying rules, procedures and responsibilities which may cause change. This change in structure may be manifested by decentralisation, centralisation, altering span of control and creating new departments or sections. Clarifying roles, job description and having new set of policies and procedures also affect structure. They include outsourcing of non core activities as part of restructuring. George and Baron advocated changing the organisation products and services. Being a government department this may not be entirely possible but innovations can be introduced to repackage the services.

Palmer, Dunford and Akin (2009), found commonly occurring recommendations for serious reforms included delayering, creating networks, outsourcing, disaggregation (breaking up the organisation into small business units), empowerments , flexible working groups and reduction of internal and external boundaries. These measures aim at increase in quality and customer satisfaction, cut costs, enhance innovation, motivate staff, change quality, increase response and delivery times.

In its reform efforts, the Department envisaged both legal and administrative reforms to bring about the desired change. Legal reforms were initiated through an attempt to come up with a comprehensive legislation covering all operations of immigration to address the shortcoming of the current act through Immigration and Nationality act. The draft is awaiting approval at Attorney General Office. Upon realization that that the legal approach was slow and would not be a panacea to all the ills affecting the Department, administrative means were sought to bring about the desired change

A lot of administrative reforms were planned and implemented including; Introduction of border operation manual and standard operating procedures for uniformity of services. These provided a set standard to be adhered to and guide decision making. It also introduced of simple measures like reduction of fees on Temporary Permits from 900 to 300 shillings to curb corruption since they were considered too expensive for border communities travelling to visit relatives across the borders. The department took another initiative to remove all unnecessary requirements, rules and procedures which were deemed to add no value in the process with the purpose of achieving results at customers' convenience. It also introduced of extended opening hours from 7am to 8pm for to avoid rush at opening hours and congestion. It further made it mandatory for all applicants to appear in person to eliminate brokers who fleeced service seekers on the pretext of fast tracking the process for them.

The measures to alter employee behavior included training on public relations and customer care with emphasis on being customer focused. Nzuve (2001) argues that individuals must learn to change their attitudes and behaviour patterns to match the constantly changing environment by constantly adapting to new patterns of behaviour.

2.3.4 Decentralization of Services

The Department of Immigration was highly centralised with issuance of documents centred in Nairobi. Passports issuance was partially decentralised with regional passports offices at Kisumu and Mombasa. The Department Restructuring Program of 2004 aimed to decentralise services by creating regional and district offices to render services to Kenyans. Kenyan mission abroad were to be increased from current 15 to 37 to offer consular services. Borders were to be increased by 24 new ones to reduce the porous nature of the border by increasing service access and control points. Some existing border control points had to be moved to the actual border line. To deliver better services to Kenyans, four Regional offices were opened at Garissa, Eldoret, Embu and Nakuru to offer services closer to the people and reduce congestion at the existing offices at Nairobi, Kisumu and Mombasa.

2.3.5 Public Awareness Programs

A massive public awareness campaign was launched to educate the public through print media and electronic media. Regular advertisements were made in print media while electronic media hosted regular radio and TV talk shows in national languages.

The same information was transmitted through vernacular FM stations using local languages. The same information is relayed by service charters strategically placed.

The purpose was to create informed citizens of their rights and requirements for services and products in a bid to demystify the Department which was anathema to citizens. It was hoped informed citizens will not be gullible to brokers and corrupt officers. The exercise was simply a public relations exercise intended to bolster the image of the Department which was grossly tarnished. Besides educating the public, the message was intended to drive home the point that the department had reformed.

In this sense, it was a public communication strategy aimed at marketing the new corporate image of the Department with the focus of informing, educating and communicating.

The public campaigns to boost the image have continued through public service week exercises, having public stands at agricultural show, use of departmental website and publicity events. Information on requirements and duration of services is overtly displayed by service charters at the points of service.

2.3.6 Anti-corruption Reforms

Klittgaard (1995), noted that the factors critical for creating an opportunity to engage in corruption are the monopoly of power by officers, the degree of discretion an official is permitted to exercise and the degree to which the institutions are accountable and transparency. No anticorruption measures will succeed without addressing above issues. According to Institute of Strategic Studies (2008), corruption has reduced the effectiveness of public service provision both directly and indirectly. It compromises service delivery and makes it impossible to make services better.

Moseki (2010), intimated that delayed service delivery is the root cause of corruption. This implies that there is symbiotic relationship between the two and improving service delivery may be an antithesis of corruption, the same way elimination of corruption could positively influence on service delivery.

Baar, Lindlow and Serneels (2009) argued that implementation of anticorruption reforms produce better results when monitors of service providers are elected by the recipients and therefore easily observed. They dispelled the myth that service providers perform better when paid more.

The Department invited the Kenya Anticorruption Commission to conduct system audit in its systems to enable it combat corruption. The department subsequently adopted many of the recommendation proposed by the Kenya anticorruption commission and systems and procedures audit. The ministry metes tough and punitive disciplinary sections against anybody implicated. Other proactive measures have been instituted to eliminate corruption including adopting immigration officers' code of conduct, anticorruption policy and anti-corruption preventive measures tailor made to the organisational needs. There is regular monitoring of effectiveness of measures in place and necessary reviews are regularly made

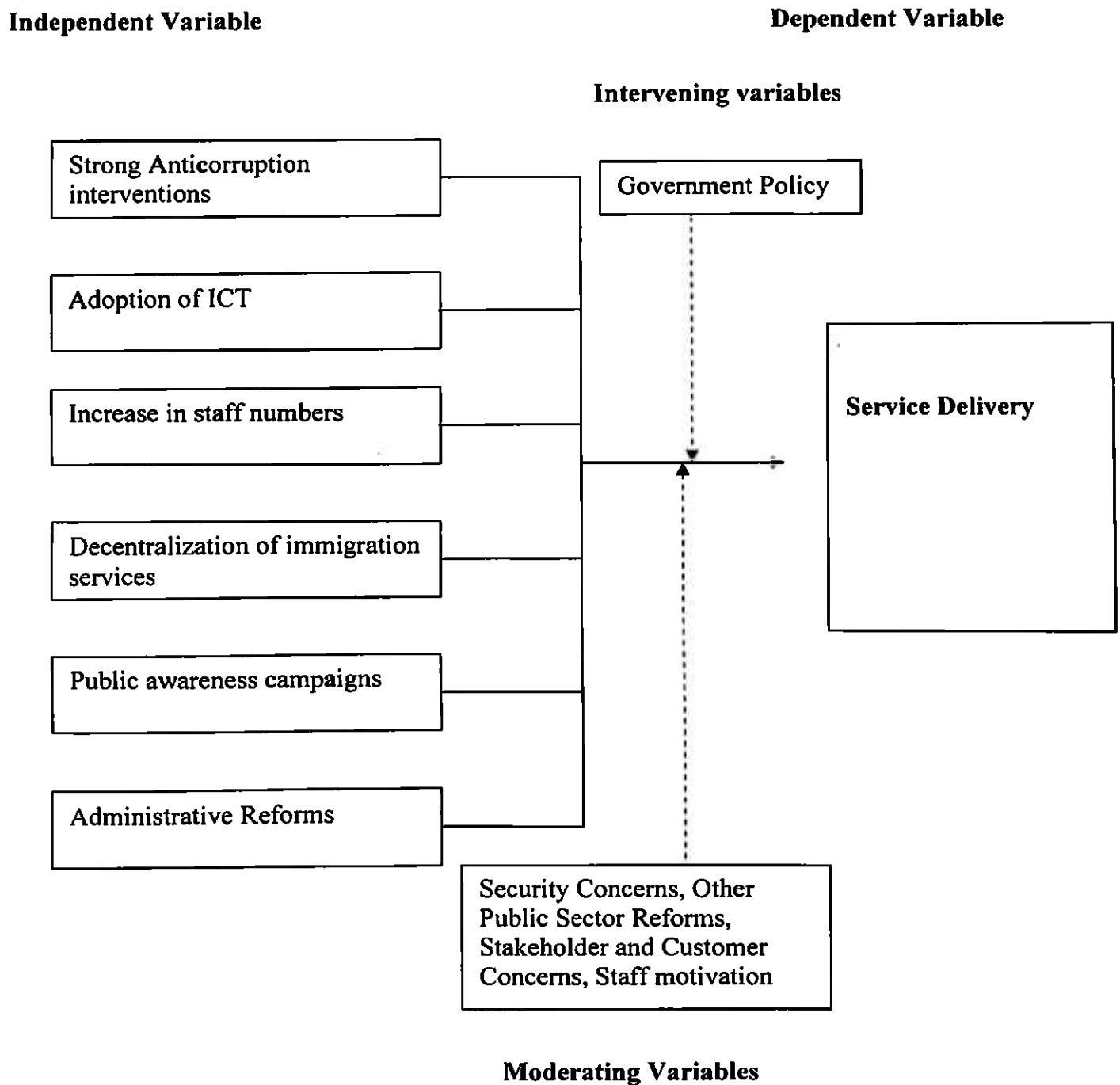
A change in people's attitudes involves the three processes advocated by Kurt Lewin. The three include unfreezing (state of recognising that the current state of affairs is undesirable and there is need for change due to some crisis or threat, or simply becoming aware that the current state is unacceptable) change is planned attempt to create some desirable state in the organisation and freezing involves incorporating changes in employees and organisation operations. The strategy, therefore involved sensitizing officers and proactively taking specific measures to minimize possibilities of corruption occurring and taking punitive measures when it occurs unlike before when it was initially reactive.

2.4 Conceptual Framework.

Conceptual framework in research is critical as a tool of showing relationships between variables under investigation. In this study, the conceptual framework diagrammatically shows the relationship between independent variables related to reforms initiatives that may influence service delivery which is a dependent variable. The independent variables in this case are measures that are being tested to find out if they have influenced service delivery. These include; strong anti-corruption intervention, adoption of ICT, increase in staff numbers, public awareness campaigns, decentralisation of services and administrative reforms.

The extent toward which service delivery is dependent on these aspects was the gist of this study. The other intervening variables that may influence service delivery but are not under study are indicated under moderating variables. Moderating variables in this case include other public sector reforms, security concerns interests of stakeholders, customers and staff. Intervening variable which in this case is the Government policy in which the Department has no control but influences its operations is worthy a mention.

Figure 2.1: Conceptual Framework. The Influence of Reforms on service delivery.



2.5 Other Variables

Besides the independent and dependent variable as illustrated in the conceptual frameworks, other variables exist that do not directly influence the relationship. These include moderating and intervening variables.

a) Moderating Variables

Moderating variables have significant effect on the relationship between independent and dependent variables. In this study the important moderating variables include; the ongoing public sector reforms might have influenced the reforms in the Department and service delivery results. Such initiatives include Result Based Management, Rapid result initiatives and Governance Justice Law and Order sector reforms. Some Departmental operations have security implications requiring stringent vetting of applicants by other security organs. The department has no control over the vetting process and this influence on service delivery in that vetting results may for example delay the processing of applications and sometimes denial of service required.

Some bilateral and multilateral agreements sometimes influences on service delivery. For example the EAC protocols require similar payments and similar services parameters within the region, For example, issuance of East African Passports. Other organisations like ICAO have their standards which influence on operations and the end result of products and services. Staff motivation seriously influences implementation of reforms initiatives and services delivered to the customers. On the other hand customers demands and expectations influences the ultimate service delivery and resultant perception.

b) Intervening Variable.

Government policy in this case is the intervening variable because the Department enforces the policy of the Government of the day. Whatever is agreed upon by the higher authorities influences whatever happens at the departmental level.

2.6 Summary of the literature reviewed

This chapter introduced the concept of reform from the perspective of scholars who view reforms from the perspectives of planned change, change management, strategic change and organizational development. From the theories and existing literature, it emerged that reforms are carefully planned, deliberate, purposive and goal oriented process aimed at enable an organisation to conform to the environment in order to achieve its goals. In public service, reforms are driven by the needs of efficiency and effectiveness. The reform process may originate from external or internal sources. The change process may involve a change of strategy, structure, technology, people and culture among other factors. These changes take various forms and adjustments which are implemented to achieve the desired results.

The chapter also reviewed the background to reforms in the Department of Immigration with emphasis to external and internal stimulus. The internal stimulus was the change planned by organization management via several policy papers while external influences included a changing social, economic and political environment. The chapter further reviewed a reforms implementation model by Bullock and Battens and analyzed the Departmental reforms implementation against it. It became apparent that the reform process fitted within the model. A review was also made on reforms implemented in the Department with the purpose of examining what other scholars have written about them and how they have influenced service delivery elsewhere.

Finally, a conceptual framework was done depicting the interrelations of the independent and dependent variables, and showing other variables namely moderating and intervening variables that may have influenced the relationship.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology refers to the technique used by the researcher to collect and process data to solve the research problem. This chapter aims at defining the research design and the method to be used in the study. It also contains the target population, the sample size and sample selection procedure, the research instrument, data collection and data analysis methods. It also contains the ethical considerations and explains how the validity of the data and reliability of instruments were ascertained. Finally, it contains a table operationalizing the variables.

3.2 Research Design

The overall research design was descriptive survey. Bryman (2004), argued that cross-sectional design is often called survey design an idea people associate with questionnaires and structured survey. Therefore, the data collection was cross sectional, it focused on more than one variable at a single point in time and involved both qualitative and quantitative approaches to come up with patterns, associations or relationships. The description of the emerging patterns in data enabled the study to establish the influence of reforms on service delivery.

3.3 Target Population

The target population for the survey was 796 immigration officers working in the Department of Immigration. The total population of the Department of immigration is 1176 personnel of whom 796 officers are immigration officers stationed at the Headquarters, Regional offices, Borders and Airports and Missions abroad. The rest are support personnel providing various non technical services. Focus was on immigration officers as they are the technical personnel performing the core functions including formulating the policy and implementing it. They also carry with them the institutional memory as they are permanent staff in the Department, hence, they are more knowledgeable and most appropriate to provide information on influence of reforms on service delivery. The few officers working in missions abroad were excluded from the survey but a commensurate sample was drawn from administration where they are placed.

3.4 Sample size

The ideal sample size was according to formula $n = \frac{Z^2 P d}{d^2}$ as advocated by Mugenda et al (2003) based on 95% confidence level and a confidence interval of 5% would be 259.

Where

n = The desired sample size

Z = The standard normal deviate at the required confidence level. (taken as 1.96 for 95% confidence level)

p = the proportion in the target population estimated to have characteristics being measured (0.5 used for sample size needed) $q = 1-p$.

d = confidence interval, expressed as decimal (taken as 0.05)

$n =$

$$1.96^2 \times 0.5^2$$

$$0.05^2$$

$n = 384$

This will yield a sample size of 384 using Z as 1.96, p and q as 0.5 and d as 0.05. From the estimated population of 795, the desired sample size as determined using a formula recommended by Mugenda et al (2003) was then calculated as follows:

$$nf = n / (1 + n/N)$$

Where;

nf = Sample size (when the population is less than 10,000).

n = Sample size (when the population is more than 10,000).

N = Estimate of the population size; 795

$$nf = 384 / (1 + 384/795)$$

$$nf = 259.$$

Therefore using the above formula, with the population size of 795, the sample size was established to be 259. However, the above formula never considers the variability of the population under survey. Using formula by Watson (2001), which considers variability of the population, the ideal sample size would be 54 assuming 10% variability in population, 95% confidence interval and 5% margin of error (See Appendix 4.). When variance is increased by 6%, the study population of study became 78.14. To determine the sample size, the researcher used the following formula:

$$\left(\frac{P [1-P]}{Z^2} + \frac{P [1-P]}{N} \right)$$

$$n = R$$

Where:

n= is sample required

N= is number of people in the population

P= is Estimated variance

A= is Precision desired

Z= is Confidence level

R = is Estimated Response as a decimal

The population of the study is 796, whereas the estimated variance is 6% (.06). The desired precision is 5% while the confidence level is 95%. From the study, the response level was 100% (1.0). When computed;

$$\left(\frac{0.06 [1-0.06]}{1.96^2} + \frac{0.06 [1-0.06]}{796} \right)$$

$$n = 1$$

$$n = 78.14$$

However, the researcher opted to round it to 80 to capture 10 percent of officers' population. This was because despite the population being quite homogenous, they perform diverse tasks and they are geographically scattered. It was hoped that the sample will be representative of the total population and reflect the opinion of all ranks of officers.

3.5 Sample selection Procedure

Stratified random sampling was used in this study to capture opinions of immigration officers depending on stations populations. This method was selected to enable the researcher to gather a representative sample covering all areas of operations including headquarters, regional offices, airports and border control points. Each of these segments is given a sample proportional to its total population. To gather the sample, a questionnaire would have been distributed according to a ratio of one to 10 officers, since the officers are not stationed on multiples of tens, a sampling matrix frame was adopted to determine the sample size for each station.

Table 3.1 Sampling Matrix based on April 2010 staff deployment records.

No of officers in a station or section	No of respondents
Below 5	0
6-15	1
16-25	2
26-35	3
36-45	4
46-55	5
56-65	6
176-185	18

To arrive at the individual respondent, a number sampling frame was used for each station, where all officers in each station were given a serial number. The total numbers were put in a container, then numbers were picked at random to identify the respondent(s) who were later contacted and allocated questionnaires according to sample sizes indicated in table 3.2.

Table 3.2: Sample Distribution according to stations

HEADQUARTERS

Section	Sub-sections	Total population.	Sample target.
Administration		36	3
Visa section		8	1
Aliens registration section		20	2
Investigations and prosecution section		18	2
Permits and passes section		16	2
Passport section	Passport processing	76	7
	Physical counters	31	3
Kenyanisation section		6	1
Citizenship section		7	1
TOTAL FOR HEADQUARTERS		218	22
REGIONAL OFFICES			
	Garissa	27	3
	Kisumu	35	3
	Eldoret	17	2
	Mombasa	46	5
	Embu	3	0
	Nakuru	3	0
Total for regional offices		131	13
BORDER CONTROL POINTS			
	Malindi/Kilifi/Ngomoni	17	2
	Lunga-lunga.	14	1
	Taveta.	10	1
	Shimoni	6	1
	Namanga	26	2
	Isebania.	12	1
	Busia.	18	2
	Malaba.	12	1

	Moyale	6	1
	Lokichoggio	6	1
	Suam	6	1
	Lwakhakha	6	1
	Loitokitok	8	1
	Sandriver gate	4	0
	Liboi	5	0
	Mandera	6	1
	Shimoni	6	1
	Vanga	4	0
	Kilindini	7	1
	Old port	3	0
	Lamu/Kiunga	8	1
	Wajir	6	1
Total for border points		196	21
International airports	Jomo Kenyatta International Airport	180	18
	Moi International Airport	61	5
	Eldoret airport (covered under regional office)		0
	Wilson	10	1
Total for International airports		251	24
GRAND TOTAL		796	80

3.6 Research instrument.

The research instrument used in the study to gather primary data was a self administered mail questionnaire. The questionnaire was structured in two main sections. Section I captured the general profile of the respondents and the sections they represent. Section II captured information on reforms implemented by the Department and their perceived influences. The questionnaire had both closed ended and open ended questions. Closed ended questions were presented on a Likert Scale, which allowed respondents to show their levels of agreement in a scale from highest to lowest. Open ended questions enabled the respondents to provide their own data to the questions. The purpose was to collect both qualitative and quantitative data.

3.6.1 Validity of the Research instrument

According to Earl (2008), validity refers to the extent to which an empirical measure reflects the real meaning of concept under study. It aims at getting results that accurately reflect a concept being measured. With this in mind, the researcher pre-tested the questionnaire on 5 respondents who were members of staff purposely selected. The aim was to check whether the questionnaire measured what was intended. This enabled evaluation of its validity in terms of its appropriateness to the purpose of the study, in terms of its content, construction and criteria validity. The pre-test of questionnaire enabled the researcher to make corrections and address any concerns raised by the respondents before the final questionnaire were printed and circulated to preselected respondents.

3.6.2 Reliability of the Research Instrument

Reliability refers to the extent that a research instrument measure of a concept would deliver the exact same results over and over (Mugenda, 2003). Earl (2008) concurs that reliability is a matter of whether a particular technique, applied repeatedly to the same object yields the same results each time. To attain the reliability of the research instrument and the resultant data, the researcher used some inbuilt precautions like, using a number of questions both quantitative and qualitative all geared at measuring a certain concept, giving very clear instructions, allocating sufficient time and generally picking a relatively large sample size. Also precautions were taken during data entry to code correctly

However, despite having inbuilt the above precautions in planning and administering the questionnaire, it was important to assess the internal consistency of the research instrument and the reliability of the data collected. The study used Cronbach's alpha method to determine data reliability. After pretesting of the questionnaire, respondent's responses were grouped according to the concepts they were measuring and then subjected to Cronbach's coefficient alpha tests. The reliability coefficient was found to be ranging between 0.942-0.943, which implied that there was high consistency in answers, and therefore the data had high rate of reliability in measuring the concepts of interests. After data collection, SPSS was used to evaluate reliability using Cronbach's coefficient alpha tests; the reliability coefficient was consistently rated above 0.80 which indicates that research instrument has internal consistency

3.7 Methods of Data collection

The appropriate questionnaires were distributed to the Department Headquarters at Nairobi, Regional offices, International Airports and Border control points which met the sampling criteria as outlined in table 3.2. Each questionnaire with a covering letter to explain the purpose of the survey and appealing for cooperation was delivered to each respondent. For the Headquarters, Jomo Kenyatta international airport and Wilson airport, hand delivery was used to take the appropriate numbers of questionnaires which were given to the selected respondents. For Lokichoggio, Taveta, Lamu, Moyale, Wajir and Mandera, the relevant office was informed by telephone and the questionnaires were sent by email to the officer for completion by the preselected respondent.

Questionnaires for Garissa, Coast and Western region were sent by courier to designated coordinators who distributed them to the preselected respondents in the region according to predetermined number for each station. In addition, the researcher made telephone calls to the respondents through station lines to appeal for cooperation, explain the purpose of the study and set a time frame for the completion of the questionnaires. After completion, the questionnaires were returned to the coordinators who forwarded them to the researcher in Nairobi

3.8 Operationalization of Variables.

The variables are operationalised below so that they are measurable.

Table 3.3: Operationalization of variables

Objectives	Variables	Indicators	Measurement	Measure of Scales	Study Design	Tools of Analysis
To measure service delivery	1) Speed of Service of final product	Time in Days			Descriptive	
	a).Passports(new)	Time in days	0-10 days- Good 0-15 days - Fair >15 days - Poor	Ordinal scale	Descriptive	Mean
	b).Passports(replacement)	Time in days	0-2 -Good 2-4- Fair >4 -Poor	Ordinal Scale	Descriptive	Mean
	c). Referred visa	Time in days	1-10 - Good 10-15 - Fair >15- Poor	Ordinal Scale	Descriptive	Mean
	d) New Work permit application	Time in days	1-16- Good 16 -26 - Fair >26 - Poor	Ordinal Scale	Descriptive	Mean
	e) Replacement of Work permit	Time in days	1-10 - Good 10-15 - Fair >15 poor	Ordinal Scale	Descriptive	Mean
	2.Courtesy of service	Excellent	Courteous Not courteous	Ordinal Scale	Descriptive	Mode
	3. Consistent of service	Perception	Consistent Not consistent	Ordinal Scale	Descriptive	Mode
	4. Accessibility of service		Easy Not easy	Ordinal Scale	Descriptive	Mode
	5. Convenience of service		Convenient	Ordinal Scale	Descriptive	Mode

			Not convenient			
	6. Accuracy of service		Accuracy Not accurate	Ordinal Scale	Descriptive	Mode
	7. Completeness of service		Complete Not complete	Ordinal Scale	Descriptive	Mode
	8. Responsiveness of service		Responsive Not responsive	Ordinal Scale	Descriptive	Mode
To evaluate the influence of adoption of information and communication technology on service delivery.	Level of Computerisation	Numbers of computers	High Medium Low	Ordinal Scale	Descriptive	Mode
	Level of computer usage	Numbers of officers using PCs	High Medium Low	Ordinal Scale	Descriptive	Mode
	Networking	Intranet within a section	Yes No	Ordinal	Descriptive	Mode
		Intra-net without the section	Yes No	Ordinal	Descriptive	Mode
To establish the influence of anticorruption initiatives on service delivery	Disciplinary action trends	Sacked. Suspended Interdicted Prosecuted Internally disciplined	High Medium low	Ordinal	Descriptive	Mode
	Officers sensitization/ training		Total Partly	Ordinal	Descriptive	

			Not sensitized			
	Corruption prevention committee	No. in place	Active Dormant	Ordinal	Descriptive	Mode
	Corruption reporting mechanisms-emails Telephone, boxes	No. in place	Active Dormant	Ordinal	Descriptive	Mode
	Anticorruption materials displayed	No displayed	Displayed Not displayed	Ordinal	Descriptive	Mode
	Open office policy-officers visible	No of offices	Open office Closed office	Ordinal	Descriptive	Mode
	Elimination of brokers	Presence of brokers	Brokers present No brokers	Ordinal	Descriptive	Mode
To determine the influence of increased number of staff on service delivery	Number of immigration staff in stations/ sections	High Adequate Low	Achievement of timelines. Non-achievement	Ordinal	Descriptive	Mode
	Influence of numbers on workload	High Adequate Low	Reduced workload. Overworked	Ordinal	Descriptive	Mode
To assess the influence of decentralisation of services on service delivery	Easy access of services	Reduced clogging in main service centres.	Distance from service provider 1-100km 101-200km 200-300km 300 and above	Interval	Descriptive	Mean
To explore the influence of administrative	Decision making at decentralised centres.	Decision making at section/border level.	High levels of consultation Low levels of consultation	Ordinal	Descriptive	Mode

reforms on service delivery.						
	Reduction fees	How affordable is the fees	Highly Affordable Not affordable	Ordinal	Descriptive	Mode
	Removal of unnecessary requirements	Easy access of services	Convenient service. Inconvenient service	Ordinal	Descriptive	Mode
To what extent have public awareness campaigns influenced service delivery	Website Public relation office Customer care desks Print media adverts Electronic media adverts Service charters Public service week Stands at agricultural shows	Sharing of correct and timely information for education and information purposes	Highly informed customers Poorly informed customers	Ordinal	Descriptive	Mode

3.9 Method of Data Analysis

During the study, data was collected using both qualitative and quantitative techniques; similarly it was analyzed using both qualitative and quantitative methods. The qualitative data was used to uncover and understand the rationale of answers to the structured questions in order to enhance reliability of the data collected quantitatively. For open ended questions which produced qualitative data, responses were converted to dummies, which were then analyzed using quantitative data analysis methods.

Quantitative data on the other hand was cleaned or edited, classified, coded and tabulated to facilitate descriptive analysis. The researcher used SPSS (Statistical Package for the Social Sciences) to analyze the data to come up with frequencies, percentages, means, modes and charts which are essential for descriptive analysis.

3.10 Ethical Considerations.

The ethical consideration undertaken by the researcher was to ensure objectivity in the research process by being impartial as humanely possible. The purpose of the study was well articulated by the researcher to the respondents and confidentiality of informants and information provided has been maintained. The research is also beneficial, not only for the academia but also to the Department of Immigration as it has pragmatic value in that it assesses the influence of reforms on its service delivery.

3.11 Summary of Chapter on Research Methodology

This chapter has identified the research design adopted in the study as descriptive survey. The sampling method adopted is stratified random sampling, while the sample population was 80 officers representing 10% of all immigration officers. A sampling matrix was used to determine an appropriate sample size for each station depending on its population. Thereafter, the respondents for each station were randomly picked using random numbers allocated to each officer in the population under study. The research instrument was a self administered questionnaire with both open ended and closed ended questions. The questionnaires were either hand delivered to respondents, sent by email and for western and coast region, coordinators were used to deliver and collect them from pre selected respondents. After editing the data, SPSS package was used to analyse the data to come up with frequencies and percentages. Discussions on adherence to ethics of research were done based on principals of objectivity and beneficence of research. Finally a table operationalizing the variables was drawn.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents results of this study where key variables are grouped in terms of frequency distributions and percentiles, which are displayed in tables and figures for description purposes. The background information of respondents' stations is captured and also their reform awareness levels, to determine coverage of the survey in the Department of immigration in terms of representation and range of activities constituting service delivery. Further, the study results of the influence of reform initiatives namely adoption of ICT, increase in staff numbers, strong anticorruption initiatives, decentralisation of services , public awareness campaigns and administrative reform measures on service delivery in the Department of Immigration are discussed on this chapter.

4.2 Background Information

A total of 80 respondents (Immigration Officers) participated in this study as envisaged in sample size. The respondents were from various borders, airports, regional headquarters and Department of immigration headquarter at Nyayo house. 30% of the respondents were from airports that include Jomo Kenyatta International Airport, Moi Airport and Eldoret Airport. Those from headquarter (27.5%), border points (26.3%) and regional headquarters (16.3%) as shown in Figure 4.1.

Table 4.1: Distribution of Respondents by Operational Area

<i>Station</i>	<i>Frequency</i>	<i>Percentage</i>
Headquarters	22	27.5
Border	21	26.3
Airports	24	30.0
Regional Headquarters	13	16.3
Total	72	100.0

When respondents were asked how long they have served in their current station, the study results indicate that over 78.8% of officers have served in their current station for three years while 22.8% have been in their current work station for over three years. Of these, 8.8% of officers have been in their current station for five years. However, when asked how long they have served in the Department of Immigration 58.8% had served for not more than 5 years while 41.2% have served for over 5 years. Of these, 7.8% had served in the Department for over 20 years, while 2.5% have been in the department for 30 years. The duration for which officers have served in their current station ranged from 1 month to 5 years. While, the duration for which officers have served in the Department ranged from 8 months to 30 years. This implies the respondents can authoritatively delineate the influence of reform initiatives on service delivery.

The study sought to find out the main activities carried out in various stations. The stations carry out a wide range of activities. Slightly over one quarter of respondents(25.9%) stated that they are involved in border management, issuance of visas and processing visa application constituted 14.4%, issuance of passports 10.4%, issuance of temporary permit 9.0%, revenue collection/AIA 7.0%. Other activities undertaken in the stations are as shown in Table 4.2.

Table 4.2: Main activities carried out in stations

Main activities	Frequency	%
Issuance/processing of passport	21	10.4
Issuance of temporary permits	18	9
Issuance of pupils passes	2	1
Issuance of re-entry passes	5	2.5
Extension of visitors passes	2	1
Investigation & prosecution	13	6.5
Customer care services	9	4.5
Security clearance	1	0.5
Control entry & exit/border controls/management	52	25.9
Issuance of visas/processing application	29	14.4
Collection of revenue/Appropriation In Aid(AIA)	14	7
Document verification/data capture	10	5
Liaise with security agencies-NSIS/police	2	1
Registration of aliens	7	3.5
Human resource management/Administration	4	2
Issuance of temporary travel documents	8	4
Vetting of entry permits	1	0.5
Issuance of citizenship	1	0.5
Removal of persons on deportation order	1	0.5
Enforce Kenyans participation in private sector	1	0.5
Total	201	100

The respondents were further asked if they were aware of any reforms the Department of immigration has undertaken in the last 5 years to improve service delivery. The study findings as demonstrated in Table 4.3. Almost all (98.8%) acknowledged that they were aware of reforms while only 1.3% was not aware of such reforms.

Table 4.3: Awareness of Reforms Initiatives by Respondents

<i>Awareness</i>	<i>Frequency</i>	<i>Percentage</i>
Yes	79	98.8
No	1	1.2
Totals	80	100.0

The respondents were aware of the reforms the Department has undertaken and were further asked to state the reforms they were aware of. It can be noted awareness of computerization of the Department operations by 18.6% of respondents, introduction of visa stickers by 11.2%, recruitment of new staff by 8.6%, opening new borders/regional offices by 7.7% and decentralization of services by 7.4%. Other reforms include reducing passport production days, anticorruption initiatives, more training opportunities for officers, extended working hours/shift system at passport section, new machine readable passport and departmental service charters among others as shown in Table 4.4.

Table 4.4: Reforms undertaken in the last 5 years

Reforms	Frequency	%
Recruitment of new personnel/staff	29	8.6
Computerization/ICT adoption/PISCES/SMS	63	18.6
New border stations/regional offices	26	7.7
Decentralization of immigration services	25	7.4
Removal of some immigration requirements	7	2.1
Training opportunities-APTC/KIA/FDU	14	4.1
Introduction of visa stickers	38	11.2
New machine readable/tamper proof passport	13	3.8
Introduction of customer care desks/services	6	1.8
Anti-corruption initiatives/integrity sensitization	15	4.4
Reducing passport production/processing days/	23	6.8
Administrative reforms/open door policy	7	2.1
New scheme of service	4	1.2
Extended working hours/shift system	16	4.7
Introduction of uniforms /name tags	9	2.7
Reduction of visa fees	7	2.1
improved remuneration of civil servants	2	0.6
Patrols in airports	1	0.3
Introduction of staff appraisal services	4	1.2
Modification of counters/operation areas	2	0.6
Introduction of public service week/sensitization	9	2.7
Departmental service charters	10	3
Lead agency in border management	4	1.2
Reduction of temporary permits fees	2	0.6
ISO certification	1	0.3
Total	338	100

The study sought to find out from respondents whether all immigration officers were aware of the reforms implemented by the Department in the last five years. Slightly over two thirds (68.8%) of respondents stated that all immigration officers were aware of the reforms while about one third (31.3%) said that not all officers were aware of reforms implemented. The results are shown in table 4.5.

Table 4.5: Level of reforms awareness in percentages as provided respondents.

<i>Awareness Level</i>	<i>Frequency</i>	<i>Percentage</i>
Yes	55	68.8
No	25	31.2
Totals	80	100.0

The respondents who stated that not all officers were aware of reforms were also asked to explain why some officers were not aware of reform initiatives. Over half, 54.4% said that there is poor communication between top management and junior staff, 12.9% stated that officers are never consulted/ not involved in decision making. Other reasons why not all officers are aware of reforms include: newly recruited officers who are not yet conversant with the Departmental reforms, insufficient sensitization, poor attitude to embrace technology and new officers who think that the operations are normal among others as shown in Table 4.6

Table 4.6: Reasons some employees were not aware reforms

Reasons	Frequency	%
The status has not changed/ thing were just like that.	2	6.5
Poor communication/dissemination	17	54.8
Different sectional roles/responsibilities	1	3.2
Officers not consulted/ not involved in decision making	4	12.9
Insufficient funds for training/sensitization	2	6.5
Poor attitude to embrace technology	2	6.5
Newly recruited officers	3	9.7
Total	31	100

Respondents were asked how their sectional activities focused on the envisaged change. 26.6% of respondents said that they have improved service delivery to the public, 17.7% stated that their set priorities and reforms are effectively implemented, 10.9% said they have PISCES system in place, 9.4% explained that introduction of visa stickers has reduced corruption and computerization of passport processing have improved service delivery. Other sectional activities focused on the envisaged change are depicted in Table 4.7.

Table 4.7: Sectional activities focused on achieving reforms in stations.

Activities	Frequency	%
Improved service delivery to the public	17	26.6
Officers taken for customer care course	2	3.1
Set priorities/procedures/reforms implemented	11	17.2
PISCES system	7	10.9
ICT/computerization of passport processing	6	9.4
Visa stickers increased revenue/reduced corruption	6	9.4
Clear/defined scheme of promotion	1	1.6
Detection of passengers using counterfeit	1	1.6
Training of officers	2	3.1
Working more hours/shift systems	2	3.1
Routine border patrols/surveillance	1	1.6
Result oriented appraisal	2	3.1
Timely investigation and prosecutions	1	1.6
Sensitization of officers	2	3.1
Relocation of border points	1	1.6
Established committees-corruption/health	2	3.1
Total	64	100

4.3 Influence of Reforms on Service Delivery.

The study also focused on analysis of data related to influence of the following initiatives on service delivery; adoption of ICT, anticorruption initiatives, public awareness campaigns, increase in staff numbers, administrative reforms and decentralization of services. The analysis of study results are presented in this section.

4.3.1 Adoption of Information and Communication Technology on Service delivery

The Department of immigration has embraced the use of ICT to improve service delivery. There has been need of a comprehensive automation and modernization plan to address incapacities and inadequacies of manual systems to cater adequately for the increases in volume, complexity and variety of service requirements. The plan addresses the demand for sophisticated security measures that will help strengthen national security. Enhance safety, law, order and combat crime and international terrorism. The need to verify the true identity of individuals is an essential task of the department. Methods to improve public safety and services are getting increasing complex. To meet the challenges of providing the needed services to the public, the Department intends to increasingly rely of information technology.

The study examined whether sections/stations have an information management System related to their main activities. 94.7% of respondents said they used a system while only 5.3% do not use any system. Respondents who said yes were asked which information management system they use. Over half (51%) use PISCES system, 24% use Kenya passport issuance/tracking system. Others use computers and internet, Forgery Detection unit uses ICT, so is Human Resources, Permits and Citizenship sections. Manual data storage and filling system engage about 6% of respondents as shown in Table 4.8.

Table 4.8: Usage of information management system

Information management system	Frequency	%
Kenya passport issuance/tracking system	18	23.4
PISCES system	39	50.6
Use of internal circulars/memos	1	1.3
Forgery Detection unit(FDU)	2	2.6
Computer/internet	8	10.4
Human resource management database	2	2.6
Manual data storage/filling	4	5.2
Citizenship management system	1	1.3
Permit/passes automation system	2	2.6
Total	77	100

The respondents were also asked how they rated the adoption of Information Communication Technology (ICT) within their stations. The study findings are as demonstrated in Table 4.9.

Table 4.9: Rating of adoption of ICT/ computerization levels

Computerization levels:	Very high	High	Medium	Low	Very low
Level of computerization in your station	17.5	36.3	31.3	3.8	11.3
Level of computer usage among staff in your station	26.3	38.8	21.3	11.3	2.5
Level of networking within the section(intranet)	16.3	28.8	17.5	11.3	26.3
Level of networking without the section		10.1	21.5	30.4	38
Level of computer literacy among your staff	2.5	50	43.8	3.8	
Departmental website and SMS tracking services	3.8	7.6	21.5	26.6	40.5

Slightly over half of the respondents that is 54.8% rated level of computerization in their station as high, 31.3% as medium while 15.1% rated it as low. Level of computer usage was rated high by 65.1%, level of networking within the section rated high by 45.1%, level of computer literacy rated high by 52.5% while department website and SMS tracking services rated high by only 1.4% of respondents. Other results are as shown in Table 4.9.

The study further asked the respondents to explain how computerization influenced service delivery in their stations. 27.5% said it has enabled efficient and timely service delivery, 20% stated that with PISCES system identification and arresting prohibited immigrants is now made easier, 14.2% stated that it saves time in tracking files/data capture. Other influences of computerization on service delivery are as shown in Table 4.10.

Table 4.10: Influence of computerization on service delivery

Computerization influence	Frequency	%
Save time in tracing files/data capture/	17	14.2
Quick response to passport queries	4	3.3
Efficient/ effective/timely services	33	27.5
Tracking passport application/easier	12	10
Minimize errors/mistakes	1	0.8
PISCES enable		
Detection/Identification/Arrest of PIs	24	20
Reduced time to profile/clear passengers	7	5.8
Share information with other stakeholder	3	2.5
Not computerized/no influence	7	5.8
Enable measurable/quantification of results	3	2.5
Increased AIA	2	1.7
Corruption through brokers reduced	5	4.2
Increased passports produced per day	1	0.8
Enhanced decision making	1	0.8
Total	120	100

4.3.2 Anti Corruption Initiatives on Service delivery

The respondents were asked how they rated the influence of the following anticorruption initiatives implemented by the department on service delivery. 86.3% of respondents rated officers' sensitization against corruption as high, open office floor plan rated high by 57.5%, elimination of brokers rated high by 62.6%, corruption reporting mechanism rated high by 55.1%. 37.9%, 38.8% and 48.8% rated integrity testing program, corruption prevention committees and integrity assurance officers as high respectively. Other results are as shown in Table 4.11.

Table 4.11: Rating influence of anticorruption reforms on service delivery

Anticorruption initiatives:	Very high	High	Medium	Low	Very low
Officers sensitization against corruption	36.3	50	8.8	5	
Open office floor plan	17.5	40	17.5	17.5	7.5
Elimination of brokers	26.3	36.3	16.3	12.5	8.8
Corruption reporting mechanism in place	18.8	36.3	22.5	17.5	5
Corruption prevention committees	10	28.8	27.5	23.8	10
Display of anticorruption messages	27.8	36.7	22.8	5.1	7.6
Wearing of uniforms and identification badges	40	37.5	15	5	2.5
Display of requirements and service charter	32.5	35	13.8	15	3.8
Integrity assurance officers	16.3	32.5	20	18.8	12.5
Integrity testing program	2.5	35.4	24.1	21.5	16.5
Departmental code of ethics	22.5	38.8	20	10	8.8

The respondents were asked whether adoption of anticorruption reforms has had influence in combating corruption. Majority 82.5% said yes while 17.5% said no as shown in Table 4.12.

Table 4.12: Rating of Anti-corruption reforms effectiveness in reducing corruption

	<i>Frequency</i>	<i>Percentage</i>
Yes	66	82.5
No	14	17.5
Totals	80	100.0

The respondents said that the adoption of anticorruption initiatives has influenced service delivery in various ways as shown in Table 4.13. The adoption of anticorruption initiatives has ensured that the services are delivered faster, efficiently and timely to the departments clientele; the departments image has been improved; it has reduced corrupt and brokerage practices; persons impersonating immigration officers have been reduced with the introduction of official uniforms for officers and that the adoption of anticorruption initiatives has made immigration officers to be focused, accountable and honest in their work.

Table 4.13: Influence of various anticorruption efforts on service delivery

Anticorruption initiative	Frequency	%
Reduced corrupt/brokerage practices	19	18.1
Wearing uniforms-/keep off impostors	17	16.2
Improved department image to public	19	18.1
Faster/ efficient/timely service deliver	40	38.1
Officers focused/accountable/honest	10	9.5
Total	105	100

Respondents who stated that the adoption of anticorruption initiatives have not influenced service delivery were asked why they thought the measures had failed to influence the fight against corruption (Table 4.14). One third (33.3%) of the respondents said anticorruption initiatives have not been effectively implemented at the Department, 26.7% stated that officer's remuneration package is poor. Other reasons that have contributed to the failure of anticorruption initiatives to influence service delivery include the existence of brokers, need to educate the public to avoid engaging in corrupt practices, lack of clear procedures to deliver services, officers lack of positive work attitude and that other security agents/ stakeholders engage in corrupt practices and this impedes the departments initiatives to fight corruption.

Table 4.14: Why anticorruption efforts were not fully effective in fight against corruption

Failure of anticorruption initiatives	Frequency	%
Anticorruption initiatives poorly implemented	5	33.3
Bad term of service/poor salary	4	26.7
Other stakeholders(security agents) corrupt	1	6.7
Lack of positive attitude to work	1	6.7
Lack clear procedures/timely service delivery	1	6.7
Need to educate public to avoid corrupt	2	13.3
Presence of brokers	2	13.3
Total	16	100

The study sought to find out disciplinary action(s) taken by department against perpetrators of corrupt practices. There exist disciplinary procedures in the Civil Service as spelt out in the Code of Regulations. The public service Commission is mandated by Section 107, subsection (1) of the Constitution to appoint, discipline and remove officers form civil service. However, the Department undertakes to discipline officers who engage in corrupt practices. The study findings indicate that the department has undertaken several disciplinary measures to deter corrupt practices.

Most (29.5%) of respondents stated that perpetrators of corrupt practices face interdiction, dismissal (20.5%), warning/ caution (15.4%), suspension (14.1%).

Other actions taken include transfers to other stations, prosecution in the court of law, guiding and counseling, delayed /stagnated promotion, compulsory leave and demotion as shown in Table 4.15.

Table 4.15: Disciplinary measures against perpetrators of corrupt practices in %

Disciplinary action	Frequency	%
Guiding & counseling	4	2.6
Suspension	22	14.1
Interdiction	46	29.5
Prosecution in court	8	5.1
Dismissal/sacking	32	20.5
Warning letters/caution/verbal	24	15.4
Transfers	13	8.3
Compulsory leave	3	1.9
Delayed promotions/stagnation in one job	2	1.3
Withdrawal of security stamps	1	0.6
Demotion	1	0.6
Total	156	100

In relation to the department disciplinary issues, the respondents were asked to comment on the trend of numbers of officers facing disciplinary action in the last five years in the stations they have served. As can be seen in Table 4.13, the trend on number of officers facing disciplinary action has tremendously decreased as stated by majority (93.3%) of the respondents while 6.7% of the respondents confirmed that cases of officers facing disciplinary action over the last five years is on the rise.

Table 4.16: Trends of disciplinary cases in last 5 years

Trend	Frequency	%
Low/decreased	56	93.3
High	4	6.7
Total	60	100

4.3.3 Influence of increase in number of Staff on Service Delivery

Since independence, the Department of Immigration operated with few officers. With the increase in the demand of immigration services, opening up of new district offices and border controls there has been a significant review of staff establishment. A major reform in the Department included recruitment of new immigration officers in order to improve service delivery. The respondents rated the number of staff against the workload in their stations. The study results indicate that that the staffing levels are adequate as indicated by over three quarters (79.7%) of the respondents, 13.9% stated that staffing levels were high while 6.3% stated that the staffing levels are low as can be seen in Table 4.17.

Table 4.17: Evaluation of number of officers against workload

Number of Officers	Frequency	%
High	10	15.2
Adequate	57	79.2
Low	4	5.6
Total	72	100

The study also investigated the influence of increased number of officers on achievement of timelines, reduction of workloads, flexible times for officers and on improved quality of work. The study findings revealed that over three quarter (78.5%) of respondents rated the influence of increase number of officers on achievement of timelines as high, 73.4%, 62.0% and 74.4% of respondents said that increased number of officers have highly influenced reduction of workloads, flexible times for officers and improved quality of work respectively. The results are as depicted in Table 4.18.

Table 4.18: Rating the influence of increased staff numbers in service delivery

Influence of increased staff numbers	High	Medium	Low
Increased number of officers on achievement of time lines	78.5	20.3	1.3
Increased number of officers on reduction of workloads	73.4	21.5	5.1
Increased number of officers on flexible times for officers	62	27.8	10.1
Increased number of officers on improved quality of work	74.4	23.1	2.6

4.3.4 Decentralization of Immigration Services on Service Delivery

Decentralization of immigration services constitutes a key component of reforms that have been implemented at the department of immigration to improve service delivery. Initially immigration services were offered at the Headquarters, the regional offices in Mombasa, Kisumu, a few border controls and some Kenya Missions abroad. The limited number of offices has been found inadequate to cater for increased demand for immigration services. The demand for immigration services has been on the increase as more Kenyans seek to travel out of the country and more foreigners come in to the country. In its reform initiatives the department has decentralized its services and products to cater for this increasing demand for immigration services and to take services closer to the people. This will reduce congestion at the Headquarters and Regional Offices improve service delivery, reduce bureaucracy and likelihood of corruption.

The study therefore sought to find out the services and products that have been decentralized in the Department of immigration. The study findings indicate that the Department of immigration services has decentralized various services and its products. About half (43.3%) of respondents pointed out that the department has put much effort towards decentralization of issuance of passports. Other services that have been decentralized by the Department of immigration include issuance of temporary permits 16.4%, issuance of visas (7.6%) and registration of aliens 6.4% among others as shown in Table 4.19.

Table 4.19: Decentralized services and products

Services and products	Frequency	%
Issuance of passports	74	43.3
Issuance of temporary permits	28	16.4
Issuance of pupils/special passes	9	5.3
Registration of aliens	11	6.4
Visas/passes extensions	10	5.8
Establishment of visa committees in missions abroad	3	1.8
Investigations & prosecutions	5	2.9
Issuance of visas	13	7.6
New/more border points/stations	8	4.7
Issuance of temporary travel documents	6	3.5
Issuance of work permits	1	0.6
Customer care services	2	1.2
Training-regional sensitization tours	1	0.6
Total	171	100

The study further examined how decentralization process has affected various services delivered at stations. According to Table 4.20, 72.2% of respondents stated that the influence of decentralization has reduced congestion at main service centre was rated as high to very high, while 18.1% rated the influence as medium with 9.7% rating the influence as low. 75.8% of respondents indicated that decentralization has highly reduced distance applicants have to travel to obtained services, 65.3% confirmed that decentralization has highly decentralized decision making to more personnel, 76.7% said that it has highly enhanced work load distribution while 76.4% of respondents stated that decentralization has highly enhanced reach of services.

Table 4.20: Rating the influence of decentralized services on service delivery

Influence of decentralized services:	Very high	High	Medium	Low	Very low
Reduced congestion at main service centers	27.8	44.4	18.1	8.3	1.4
Reduced distance applicants have to travel	32.9	42.9	15.7	5.7	2.9
Decentralized decision making to more personnel	13.9	51.4	25	6.9	2.8
Enhanced work load distribution	20.5	56.2	16.4	5.5	1.4
Enhanced reach for services	29.2	47.2	15.3	6.9	1.4

The study sought to find out the distance the local service seekers do travel to get immigration services. Slightly over half(52.9%) of respondents indicated that most local service seekers do travel an average distance of 100km to get immigration services.22.1% said that they travel over 100km to 200km while 25.0% of the respondents indicated that service seekers travel over 200km to get immigration services as illustrated in Table 4.21.

Table 4.21: Distance traveled to get immigration services

Distance(Km)	Frequency	%
0-100	36	52.9
101-200	15	22.1
201-300	8	11.8
Over 300	9	13.2
Total	68	100.0

4.3.5 Administrative Reforms on Service Delivery

According to Table 4.22, 84.6% of the respondents rated the influence of redesigning of immigration operation areas to be more customers friendly on service delivery as high and 1.3% rating the influence as low. 79.0% rated the influence of reduction of fees for temporary permits as high, 17.1% as medium and 3.9% as low. 88.5% rated the influence of removal of requirements that add no value to applications on service delivery as high while 2.6% rated its influence as low.

Table 4.22: Rating the Influence of Administrative Reforms on Service Delivery

Influence of administrative reforms	Very high	High	Medium	Low	Very low
Redesign of immigration operation areas to be more customer friendly on service delivery	29.5	55.1	14.1	1.3	
Reduction of fees for temporary permits on service delivery	46.1	32.9	17.1	1.3	2.6
Removal of requirements that add no value to applications on service delivery	46.2	42.3	9	2.6	
Introduction of extended working hours on service delivery	32.5	53.2	9.1	3.9	1.3
Introduction of visa fee collection stickers on service delivery	40	41.3	11.3	3.8	3.8
Requirement that applicants appear in person on service delivery	50	42.5	6.3		1.3
Introduction of operations manual and standard operating procedures on service delivery	26.3	42.5	26.3	3.8	1.3

The influence of introduction of extended working hours on service delivery was rated as high by 85.7% of the respondents; influence of introduction of visa fee collection stickers was also rated high by 81.3% of respondents. 92.5% of respondents rated the influence of requirement that applicant appear in person on service delivery as high, 6.3% as medium while 1.3% rated its influence as low and 68.8% rate the influence of introduction of operations manual and standard operating procedures on service delivery as high, 26.3% as medium and only 1.3% rated it as low

4.3.6 Public Awareness Reforms on Service Delivery

The study investigated the effectiveness of public awareness campaigns that have been initiated by the department. As shown in Table 4.23, the effectiveness of public relations office in reaching department customers was rated as high to very high by 35.1% of respondents, 38.8% as medium and 26.3% as low. 33.8% rated print media advertisements and responses in reaching customers as high, only 26.3% rate influence of electronic media talk shows (TV and radios) as high to very high.

The departmental website rated high to very high by only 33.8% of respondents, 52.5% rated the effectiveness of service charter display in reaching customers as high and 33.8% rated as high. In addition 63.8% rated public service week in reaching customers as high, 31.3% rated effectiveness of public stands at agricultural shows in reaching customers as high, 36.3% as medium and 32.65 as low and 71.3% rated the effectiveness of customer care desks in reaching customers as high, 22.5% as medium and 5.0% as low.

Table 4.23: Rating the effectiveness of public awareness campaigns on service delivery

Public awareness campaigns	Very high	High	Medium	Low	Very low
Communication office(public relations office) in reaching customers	6.3	28.8	38.8	12.5	13.8
Print media advertisements and responses in reaching customers	7.5	26.3	37.5	22.5	6.3
Electronic media talk shows-TV radios in reaching customers	10	16.3	27.5	31.3	15
Departmental website in reaching customers	10	23.8	37.5	22.5	6.3
Service charters display in reaching customers	20	32.5	32.5	11.3	3.8
Display of flyers and brochures in reaching customers	10	23.8	35	21.3	10
Public week service in reaching customers	16.3	47.5	23.8	10	2.5
Public stands at agricultural shows in reaching customers	6.3	25	36.3	13.8	18.8
Rate the effectiveness of customer care desks in reaching customers	31.3	40	22.5	1.3	5

The study further examined the influence of public awareness campaigns on service delivery in terms of awareness of products and services, awareness of requirements for services offered, awareness of where to access services, reduced influence of brokers on customers and reduction in opportunities for corruption. The study results are as demonstrated in Table 4.24.

Table 4.24: Rating the influence of the public awareness campaigns on service delivery

Public awareness campaigns	Very high	High	Medium	Low	Very low
Awareness of products and services	17.5	52.5	23.8	5	1.3
Awareness of requirements for services	20	48.8	21.3	8.8	1.3
Awareness of where to access services	18.8	51.3	18.8	8.8	2.5
Reduced influence of brokers on customers	25	36.3	22.5	10	6.3
Reduction in opportunities for corruption	31.3	40	22.5	3.8	2.5

The influence of public awareness campaigns was rated as high as follows: awareness of departments products and services (70.0%), awareness of requirements for services 68.8%, awareness of where to access services (70.1%) while influence of public awareness campaigns of reduced influence of brokers on customers was rated high to very high by 61.3% and reduction in opportunities for corruption was highly rated by 71.3% of respondents.

The study investigated how the reforms implemented in the Department of immigration influenced service delivered to customers under parameters shown in Table 4.25. 86.1% rated the influence of reforms on the speed of service delivery as high and 13.9% of respondents said medium. The study results indicate that the influence of reforms on service delivered to customers was rated high as follows: completeness of services (78.5%), courtesy of service (75.9%), accessibility of service (81.0%), consistency of the service (70.0%), accuracy of services (77.2%), responsiveness to customers needs (72.1%), customer needs awareness of immigration services (56.5%), improvement in revenue collection (91.2%) and achievement in departmental goals (73.4%).

The ratings of the influence of reforms implemented on services delivered to customers under various parameters as medium and low are also shown in Table 4.25.

Table 4.25: Rating the influence of reforms on service quality standards

Service quality standards/parameters	Very high	High	Medium	Low	Very low
Speed of service delivery	30.4	55.7	13.9		
Completeness of the service	24.1	54.4	19	1.3	1.3
Courtesy of service	25.3	50.6	24.1		
Accessibility of the service	21.5	59.5	17.7	1.3	
Consistency of the service	19	51.9	26.6	2.5	
Accuracy of services	21.5	55.7	20.3	1.3	1.3
Responsiveness to customer needs	17.7	54.4	22.8	3.8	1.3
Customer awareness of services	10.3	46.2	38.5	5.1	
Improvement in revenue collection	45.6	45.6	7.6	1.3	
Achievement of departmental goals	17.7	55.7	24.1	2.5	

The study results also revealed that other influence of reforms service delivery include: customers positive attitude toward the departments, immigration staff positive attitude change to service, adoption of ICT has enhanced faster service delivery, abolition of vetting by NSIS has hastened speed of service delivery especially for passport applicants, reforms have strengthen collaboration between the department of immigration and other stakeholders such as Ministry of Internal Security and Ministry of Foreign Affairs resulting in better services delivery to the customers. Finally reforms implemented have reduced corrupt practices, which translate to better services to customers.

4.3.7 Reform Initiative(s) that had Greatest Influence on Service Delivery

The study further sought to identify which of the reform intervention(s) had the greatest influence on service delivery and why? The study findings show that adoption of ICT had the greatest influence on service delivery as indicated by 34.3% of the respondents followed by decentralization of immigration services (14.3%), increased number of staff (10.5%).

Other interventions that influenced service delivery include: introduction of visa stickers, introduction of extended working hours/shift system, speed and consistency in service delivery, removal of unnecessary application requirements and customer care desks among others as demonstrated in Table 4.26.

Table 4.26: Reform Initiative(s) that had Greatest Influence on Service Delivery

Reform initiative	Frequency	%
Introduction of ICT/Computerization	36	34.3
Increased number of officers /staff	11	10.5
Decentralization of immigration services	15	14.3
Anticorruption initiatives	2	1.9
Introduction of visa stickers	7	6.7
Customer care desks	4	3.8
Attitude change towards work	2	1.9
Introduction of extended working hours/shift system	6	5.7
Opening new stations in regions	3	2.9
Speed and consistency in service delivery	5	4.8
Print media	1	1
Removal of unnecessary requirements	3	3.9
Applicants appear in person	1	1
Reduction of temporary permit fees	2	1.9
Reduction in days to process passport	3	2.9
Redesign of operations/banking hall area	1	1
Public awareness campaigns/initiatives	1	1
Transform department to service oriented	1	1
Total	105	100

The respondents pointed out that the above stated intervention(s) had the greatest influence on service delivery because of the following reasons: they resulted in efficient and effective service delivery; customers became more knowledgeable about immigration products and services through the websites which led to reduced corruption and brokerage practice. To officers, it enhanced faster capture and tracking of data, increased revenue collection, secured border management and immigration services are more accessible by the customers.

However, the respondents mentioned other initiatives they felt could improve service delivery (Table 4.27).

Table 4.27: Suggestions on how to improve service delivery

Initiatives:	Frequency	%
Improve staff welfare/housing/medical cover	23	22.5
Review remuneration of staff salary pack	26	25.5
More training opportunities for staff	14	13.7
Make the Department a service department.	14	13.7
Dept to counter unfair criticisms by other agencies	1	1
Appointments be done on merit	1	1
Have immigration attachés in all embassies	1	1
Establish security related operation a	1	1
Avail adequate facilities/equipments	4	3.9
Issuance of passports in missions abroad	1	1
Replace filing of entry/departure forms at borders	2	2
More open day forums/ interactions with the public	2	3
Good policy on transfers	1	1
IPRS-data base for applicants information	1	1
Focus on quality service rather than fast tracking	1	1
Computerization of all department	7	6.9
Interagency cooperation	1	1
Total	102	100

According to Table 4.27, other initiatives that the department should put in place to improve its service delivery objectives include better remuneration package for its staff, improve staff welfare by providing: better housing and good medical cover and more training opportunities for officers. Other initiatives include making the Department of Immigration to a Semi Autonomous Government Agency, computerize all Department operations and provide adequate facilities among others.

4.4 Chapter Summary.

In the chapter, data was analysed to come up with frequencies and percentages for analysis and presentations were done using tables and figures. From the analysis, it emerges that all ranks of immigration officers were represented in the sample with technical officers namely; Immigration officers 1, Immigration officer 11 and Senior Immigration officers taking 92.5% while the management was represented by Chief Immigration Officers at 7.5%. All the operational areas namely Border control points, Airports, Regional offices and Headquarters were proportionally represented. All Departmental activities were fully captured in the study. The reform awareness stood at 98.8 % of all respondents and all stations and sections were implementing the reform measures.

On influence of reforms on service delivery, ICT usage stood at 94.7 % with majority using PISCES and KPIS. Adoption of ICT was rated as having greatest influence on service delivery. Anticorruption efforts were rated by 82.5 % of respondents as having achieved the desired result and therefore had positively influenced service delivery while 17.5% felt more need to be done. However, the trend in numbers of disciplinary cases had gone down. On the increase of staff numbers, 80% of respondents felt that staffing levels were adequate, 25% felt they were high and 5% felt more staff were needed. Generally adequate number of staff had positively influenced service delivery.

Decentralization of services was highly rated as having the effect of decongesting the service centres, taking services closer to the people and having decentralized decision making which had positive influence on service delivery. Administrative reforms were also highly rated, these included redesign in operation areas, reduction in TP fees, introduction of visa stickers and extended working hours. Medium rated were the introduction of operational manuals and standard operating procedures. Public awareness campaigns efforts were poorly rated except for customer care desks, on their influence on service delivery.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

The study aimed at establishing the influence of the following reform initiatives on service delivery. These include; adoption of ICT, increase in staff numbers, anti corruption initiatives, public awareness campaigns, administrative reforms and the decentralization of services. The survey covered International airports, Regional offices, Border control points and the Departmental headquarters. Therefore the study focused on all operational areas in the department ranging from border management and processing of travel and resident documents.

The survey covered 80 respondents who were immigration officers in rank form Immigration Officer (II) at entry, through Immigration Officer (I), Senior Immigration Officers (SIOs) to Chief Immigration Officers who are part of the management. The officers interviewed service duration in the Department range from 8 months to over 30 years. So they have the understanding of departmental operations to authoritatively comment on influence of reforms on service delivery.

5.2 Summary of Findings

The study set out to establish the influence of the reforms implemented by the Department of Immigration on its service delivery. Specifically the study evaluated the influence of adoption of information and communication technology on service delivery, established the influence of strong anticorruption initiatives on service delivery and determined the influence of increased number of staff on service delivery. Further, the study determined the influence of public awareness campaigns on service delivery, assessed the influence of decentralization of immigration services on service delivery and explored the influence of administrative reforms on service delivery.

5.2.1 Reforms Awareness and Implementation

The study results show that majority (98.8%) of respondents were aware of some reforms the Department of Immigration has undertaken in the last 5 years to improve service delivery. The reforms implemented include: computerization of the Department operations, introduction of visa stickers, opening new borders/regional offices, decentralization of immigration services, reduction of passport production days, anticorruption initiatives, more training opportunities for officers and extended working hours among others. However, the study findings revealed that respondents felt that some officers were not aware of the implemented reform initiatives. The possible reason is that the bulk of officers were employed between 2007 and 2009 when implementation was already underway, so they took the implemented initiatives as normal organizational operations. Alternatively reforms were not communicated to all staff and they were not involved in decision making process. Poor officers' attitude in embracing technological reforms, insufficient funds to sensitize officers on introduced reforms and rapidity of implementation have all been cited as possible reasons of all officers not being aware.

5.2.2 Influence of Adoption of ICT on Service Delivery

The study found out that the Department of Immigration has highly embraced the use of ICT to improve service delivery. Majority of respondents, 94.7 % of reported that they were using ICT in their operations. The findings revealed that the adoption of ICT in service delivery has enhanced efficient and timely service delivery, easier identification and arresting prohibited immigrants, save time in tracking files and data capture and minimized corrupt practices. The study findings also indicate that 5.8% of the respondents stated that the operations in their stations have not been computerized and therefore computerization has not influenced service delivery operations.

5.2.3 Influence of Anticorruption Initiatives on Service Delivery

The study findings confirm that the influence of anticorruption reform initiatives had mixed results. Anticorruption initiatives such as officers' sensitization against corruption, wearing of uniforms and identification badges, and display of requirements and service charters were highly rated as the most effective measures in anticorruption crusade.

The findings also show that to deter corrupt practices, the Department has undertaken disciplinary measures such as interdiction, dismissal, warnings, prosecution, guiding and counseling among others against perpetrators of corrupt practices. The fact that the consequences are well known, act as deterrent to impunity leading to a positive influence on service delivery. The findings further revealed that the numbers of officers who faced disciplinary action in the last five years has decreased.

However, anticorruption reforms initiatives that had low ratings include integrity testing program, corruption prevention committees and integrity assurance officers among others. The findings further indicate that some contributory factors why anticorruption reform initiatives had not fully managed to eliminate corruption include poor implementation of anticorruption initiatives, poor officer's remuneration package, and lack of public support in refusing to corrupt and involvement of other security stakeholders in processes whose corrupt practices are blamed on the Department. The study findings show that to a larger extent the adoption of anticorruption initiatives been crucial in combating corruption and positively influenced service delivery.

The study found that generally, the adoption of anticorruption reforms has resulted in faster, efficient and timely delivery of services, improved Departments image, reduced impersonation of officers and brokerage practices and enhanced accountability and transparency in service delivery.

5.2.4 Influence of Increase in Staff Numbers on Service Delivery

The study results indicate that the current staffing levels are adequate to effectively perform department operations as indicated by 80% of the respondents, 13.9% stated that staffing levels were high (Department overstaffed) while 6.3% stated that the staffing levels are low (Department understaffed). The increase of staffing levels have positively influenced service delivery by enhancing timely service delivery, reduction of workload, flexible times for officers and improved quality of work.

5.2.5 Influence of Public Awareness Campaigns on Service Delivery

The study findings show that the effectiveness of most public awareness campaigns on service delivery had low ratings. These Public awareness campaigns include: public relations office, print media advertisements and responses, electronic media talk shows (TV and radios), departmental web site and public stands at agricultural shows. It is worth noting that customer care desks, public service week and service charter display had high ratings as most effective public awareness campaign initiatives in reaching Departments customers and therefore service delivery.

The findings also indicate that the influence of public awareness campaigns has positively influenced awareness of Department's products and services, awareness of requirements for services, awareness of where to access services. In addition the influence of public awareness campaigns of reduced influence of brokers on customers and reduction in opportunities for corruption.

5.2.6 Influence of Decentralization of Services on Service Delivery

As evident from the findings the Department of Immigration has decentralized several of its products and services to cater for increasing demand for immigration services and to take services closer to its clientele. The study findings indicate that the Department has decentralized the issuance of passports, issuance of temporary permits, issuance and extension of visas, registration of aliens and issuance of special passes among others. According to study findings decentralization process has certainly influenced service delivery since it has reduced congestion at main service centres, decentralized decision making to more personnel, enhanced work load distribution, enhanced reach of services to clientele and decentralization reduced distance applicants have to travel to obtain services since most local service seekers do travel an average distance of up to 100km to get immigration services.

5.2.7 Influence of Administrative Reforms on Service Delivery

The study findings show that the influence of all administrative reforms on service delivery were rated very highly by 81-93 % of respondents except the introduction of border operations and standard operating procedures which were rated high to very high by 67% of respondents. The administrative reforms whose influence resulted in better service delivery include: redesign of immigration operation areas that made them more user friendly, reduction on fees for Temporary Permits that enhance its affordability to the majority of travelers within the EAC, removal of requirements and procedures that added no value, introduction of extended working hours for passport applications and some border controls, introduction of visa stickers that curbed fraud and reduced corrupt practices, requirement that all applicants for some local services to appear in person eliminated brokers and introduction of operations manual and standard operating procedures that made customers more aware of Department operations.

5.2.8 General influence of reforms on service delivery.

Generally, from service delivery parameters, the reforms implemented in the Department have positively influenced the speed of service delivery, completeness of services, courtesy of service, accessibility of service, consistency of the service, accuracy of services, responsiveness to customers needs, improvement in revenue collection and achievement in departmental goals. The study findings also revealed that other positive influence of reforms on service delivery include: good services offered has resulted in the customers positive attitude toward the departments, officers positive attitude change to service, faster service delivery and effective collaboration between the Department and other security agencies.

According to the study findings adoption of ICT reforms had the greatest influence on service delivery followed by decentralization of immigration services and increased number of staff. Other intervention(s) that influenced service delivery include: introduction of visa stickers, introduction of extended working hours/shift system, speed and consistency in service delivery, removal of unnecessary application requirements and customer care desks among others.

5.3 Discussion of Findings

This section discusses the findings of the study in the light of data collected and analyzed. These discussions were crucial in formulating conclusions and recommendations of the study.

5.3.1 Reforms Awareness and Implementation.

Whereas 98.8% of respondents were aware of the reform initiatives in the Department, they felt that slightly over two thirds (68.8%) of all officers were aware of reforms. This implies that the study established that the officers were aware of the reforms and their implementation, and therefore the influence of these reforms on service delivery is easily discernable.

The percentage of respondents who are unaware of the reforms is quite negligible standing at 1.2% of respondents. The findings collaborate with Schacter (2008), arguments that reform process was well coordinated action.

Whereas reforms focus on the change in attitude and a close interaction of staff and management, about a third of all officers are perceived by respondents as not being aware of reforms. This may indicate poor employee communication; where employees were not consulted and as a result the reforms initiatives are not owned by the officers. A further exploration may reveal why this sizeable portion of those perceived by respondents as not aware of reforms to have found them ongoing on employment and therefore assumed they were routine organizational standards. This may collaborate Bullock and Battens model that all actions were clearly planned, executed and integration is taking place.

The reform agenda, it was cited, was incumbent on a number of factors such as availability of finances, and the rigidity that is in the structures of the Department. The implication of the finding on awareness was the planning and implementation was well coordinated and properly communicated. The reform implementation process was collaborative, which enabled individuals to function better in teams as they were aware of organizational dynamics. The findings validate French and Bell (1995) emphasis of collaborative management and organizational culture with emphasis to team work.

This further indicates that officers shared same values as there was openness in communication with continuous learning which caused change in behavior. This change in behavior has continuously been reinforced by leadership through training, coaching, counseling and imposition of sanctions and rewards. No change effort can truly transform an organization without support of people who are implementers of organization decision to drive the organization to the desired change. Nzuve (2001) had argued that organizations introduce change through people who should be aware of what is expected and support it.

5.3.2 Influence of Adoption of ICT on Service Delivery

The computerization of the various sections and the increased efficiency in the discharge of services was directly linked to the reform agenda. Almost all respondents (94.7%) rated the adoption of ICT in the Department as a major mark in improving service delivery. Part of the public perception of the services provided for by the Department has taken a better turn due to the adoption of ICT. The control of entry and exit of passengers is a crucial mark to the sovereignty of this country. This capacity to control foreigners has been effected by the use of PISCES, a comparison and evaluation system that serves both as a database of travelers as well as a program to evaluate intentions of would be travelers by running their profile against the alert list.

The retrieval of files and other documents has been made easy by the use of computers and the use of the Passport issuing system. To this end, delays are be noted and intercepted in real time as compared to an era where the issuance of travel documents was controlled through a manual system. Further the Department's initiative to provide equipment and technology that is relevant to the officers' works of service greatly improves service delivery. President Kibaki (2009), statement that ICT would facilitate better and efficient service delivery of information and services to the citizen besides promoting productivity of civil servants was fully validated by the study findings.

The respondents cited the equipment that is used in verifying the authenticity of documents as a great step in boosting the capacity to control entry and exit of passengers as well as prosecutorial duties of the Department. The respondents however noted with concern that the interlinking of sections in the department was hampering effective delivery of services. Sections in the Department are computerized but not interlinked with one another, whereas there is need for closely related operations to be linked. For example border management should link with sections such as Investigations and Prosecution, Kenyanization, Permits, Passes and Visa. Similarly, such networking may increase employee communication once the necessary communication mechanisms are put in place.

The findings are in tandem with Pothak, Singh, Bekwal and Naz (2008) opinions that organizations are able to function better and respond to external factors through use of technology. The adoption of ICT simplified records management, brought about accountability, enhanced customers focus and simplified ways of rendering services, which all improved internal workings of the Department. The outcome was improved service delivery through reduced corruption due to ability to trace transactions and easy access of services, furthermore, efficiency and effectiveness increased and citizens easily access services.

5.3.3. Influence on Anticorruption Initiatives on Service Delivery

The Department's resolve to sensitize officers ranks top (82.5%) most among the anticorruption initiatives. As a result of this sensitization, officers have had a change in perspective as regards service delivery. Significantly, the use of uniforms and badges has boosted the morale of officers and the confidence of clients as they seek services. Further, the corruption reporting mechanisms were rated as effective coming just after the strict adherence to the Code of Regulation. Significantly, 82.5% of respondents considered anticorruption initiatives had a positive impact on the delivery of services. Baar, Lindlow and Seernel (200) had argued that anticorruption reforms produce better results in service delivery.

However a radical shift was noted in the anticorruption prevention approach from punitive and reactive to being proactive in order to minimize the chances of corruption by closing all the loopholes. A notable example was introduction of visa stickers rather than use a wet stamp to curb pilferage of government revenue.

The rest of respondents (17.5%) argue that the lack of proper remunerations, the introduction of relatively new programs (such as Integrity Testing), inability to root out brokers and diversity of occurrences make efforts to fight corruption a difficult task.

To combat corruption, a multipronged approach was used including officers continuous sensitizations, corruption reporting mechanisms, preventive approach, limited use of excessive discretionary power by introducing standard operations procedures, and use of severe sanctions where rules are flouted. Moseki (2010), had elaborated the symbiotic relationship between corruption and service delivery, and that implementation of anti-corruption reforms improved service delivery as clearly manifest in the Department of Immigration.

5.3.4. Influence of Increase in Staff Numbers on Service Delivery

The staff numbers generated a myriad of perspectives. Most of the respondents (80%) were opined that the staff numbers were commensurate to the tasks the Department was mandated to perform.

As such there were no strains on performance and effectively, this impacted positively on service delivery. Performance was improved in the sense that there was timeliness in service delivery, reduced workload, and improved quality in the service delivery. In Passports section for instance, the increased staff levels contributed to the introduction of shift systems where officers have been allocated working hours that enable them work in relaxed modes and thus improve the quality of work delivered. A paltry 6.1% felt that the numbers were not significantly sufficient to run the borders. The respondents cited reasons such as the lack of patrol units as contributory to their assertions. A further 13.9% considered the present staff levels of 796 as too high. This figure may be explained variously depending on individuals' stations.

This perception may be confined to sections that have more staff relative to the number of clients who visit for various services. This could indicate an internal problem with staff deployment but with expected decentralization and further staff rationalization within sections and stations, this perception may dissipate. Staffing levels should ideally supply adequate labour as required.

According to MIRP (2006), The Employee Satisfaction Report carried indicated that staff levels had improved to overcome situations, where staff dissatisfaction was attributed to shortages resulting in overworking of officers. The increase in number of immigration officers has had positive influence on service. Therefore, for organizations forecasting labour demand is essential for scheduling activity and ensuring adequate supply of labour at all times for efficiency in service delivery.

5.3.5 Influence of Decentralization of Services on Service Delivery

Decentralization is seen as layering and disaggregation of services from central location to a wider geographical area. To the citizen, it is construed as bringing services closer to the people. Service delivery may be rated in terms of their proximity to the clients seeking the services. This assessment got the approval of over half (63%) of the respondents. In their conceptualization, respondents were opined that such decentralization has reduced congestion at service centres and reduced distance travelled by the clients to the get services.

It has also enhanced workload distribution and decentralized decision making as more people are empowered to make decisions thereby improving service delivery speeds. This improved service delivery as it created new spans of control through regional offices and new border control points. Majority of the scholars earlier quoted had advocated for change in organisation structure while implementing change programs.

5.3.6 Influence of Administrative Reforms on Service Delivery

Administrative reforms in the Department aimed to conform its activities to best practices, where ineffective practices were replaced with the best ones. It was expected that the best practices would be stabilized to enable deliver the Department to deliver services efficiently. According to the findings, 84.6% of respondents rated administrative measures as having improved service delivery. The most effective included; reduction of fee for temporary permits, introduction of extended working hours, and introduction of visa stickers to curb fraud.

The requirement that passport applicants must appear in person before an immigration officer, was a move aimed at eliminating brokers. However, Border Operations Manuals and Standard Operating Procedures were given low approval ratings and this should concern the administration as they are crucial in the running of the Department. Proper reforms in this sector happen to be the missing link to effectual administrative reforms.

However, the Department consciously embarked upon and planned for reforms, proactively, intentionally with certain goals in focus which have led to improved service delivery. The focus was on improving the quality of services, customer satisfaction, enhance innovation and increase response and service delivery time. Therefore, in embarking towards a reform program, focus should be in structures, policies, rules, procedures and responsibilities aimed at achieving the wider organization goal.

5.3.7 Influence of Public Awareness Campaigns on Service Delivery.

The reputation of the Department of Immigration was seriously soiled by constant reports of poor service delivery and corruption. Before the reform initiatives, it was also authoritative and unresponsive to criticism and customer needs. To improve its corporate image, the Department adopted a public information and communication strategy aimed at mass awareness and corporate image branding. The effectiveness and resultant influence of the awareness campaigns was poorly rated by the respondents.

Only the management of customer care desks received the support of respondents. However, despite poor respondents rating of public awareness campaigns, the awareness of services and products by service seekers was highly rated. The possible explanation for this is only people who have needs of services enquire about them or conduct research in advance.

5.4 Conclusions

The first objective of this study was to evaluate the influence of adoption of information and communication technology on service delivery. The adoption of ICT has been an accepted as the norm in the Department and the fact that respondents rated it as a high contributor to improved service delivery marks such an appreciation. It can be held that on a general scale, nearly every officer has interacted with a technological device relevant to their work, has a computer and these gadgets have made their work easy and thus positively impacting on their delivery of services. It would thus be appropriate to fill in the networking gaps and see a total direct effect on adoption of ICT and service delivery. Analyses of results have shown that the Department of Immigration has adopted ICT reforms that have positively influenced service delivery. The study results demonstrate that ICT reform is a very significant factor that influence on service delivery.

The second objective of the study was to establish the influence of strong anticorruption initiatives on service delivery. The use of anticorruption initiatives to improve service delivery should be holistic. There is need to incorporate the officer by considering their welfare and remuneration, there is need to sensitize the client who in certain quarters forms the missing part in the popular adage “it takes two to tangle”. Finally there is a need to link various reforms in the Department with an anticorruption agenda. This complete package will show how the Department is resolved to making a tri dimensional attempt to counter the problem, rather than considering corruption as a part of the problem. The efforts employed by the Department have to be all inclusive so that the impact on service delivery is a complete rather than piecemeal action.

To this end, the study established that amidst a number of actions by the Department, significant number of officers in the Department are aware of the reforms instituted by the Department, have seen its implementation and can correlate these to the positive service delivery.

Anti corruption initiatives will have a lasting influence on service delivery if and only if the holistic approach is taken. Findings revealed that strong anticorruption initiatives enhance service delivery. Anticorruption reforms are at the core of fighting corruption and improving service delivery. It is important for the Department to effectively and fully implement the initiated anticorruption reforms. As a deterrent to corrupt practices appropriate and timely disciplinary action must be taken against perpetrators of corruption.

The third objective of the study was to determine the influence of increased number of staff on service delivery. Overall, the staff numbers have an effect on service delivery. When tasks are specified and division of labour effected, more quality work is generated with less effort. Immigration practice demands keenness in detecting discrepancies and document forgery. Long working hours and reduced staff presence in immigration centres may have contributed to the poor service delivery during the pre reform times in the Department. This study established that the increased staff numbers have positively influenced service delivery.

The fourth research objective was to determine the influence of public awareness on service delivery. The study concludes that in order for the Department to effectively reach out to its clientele and improve service, there is need for the Department to implement appropriate public awareness campaign initiatives. A lot has to be done in the public awareness campaigns since the effect on service delivery is only manifest in the reduction of brokers leverage. More engagement with the public should be encouraged using the various forms of media. From the foregoing, public awareness campaigns have had a minimal influence on service delivery.

Further, the Department must adopt a mix of public awareness initiatives to achieve a wider reach of its customer base and to enhance its service delivery. The information, education and communication strategy was taken over by the Ministry which covers the overall public communication for the Ministry and all Departments involved, therefore the message is not department specific.

The fifth objective of this study was to assess the influence of decentralization of immigration services on service delivery. Decentralization of services constitutes a key component of reforms that significantly improved service delivery. The decentralization of services appears as one aspect of reforms that has communicated well among the officers in terms of the less workload they have to face and the fact that the clients can access the services of the Department within considerable distances. In a nutshell, the study established that the decentralization of services in the Department has produced satisfied officers as well as contented clients. These two aspects seem very crucial in positively influencing service delivery and thus decentralization has had an effect on service delivery. Decentralization reform initiatives improved service delivery by taking services closer to Departments customers and catering for the increasing demand of immigration services.

The sixth research objective was to explore the influence of administrative reforms on service delivery. Administrative reforms have impacted on the overall service delivery at the Department of Immigration. The Department's administration was crucial in the provision of better services. The administrative reforms played a crucial place in the overall Departmental reforms. Indeed the success of the Department's quest is partly guided by the commitment and involvement of the administration in leading the reform agenda. The administrative reforms resulted in better service delivery since they eliminated the bottlenecks that made it difficult for the Department clientele to access its products and services. Therefore, the implemented administrative reforms were important in effectively improving the operations of the department resulting in better service delivery.

5.5 Recommendations

This study makes the following recommendations to improve implemented reform initiatives aimed at improving institutional service delivery.

5.5.1 Recommendations for Practice and Policy

- 1) Information communication and technology (ICT) reforms are important in improving service delivery. There is need to strengthen ICT section by appropriate facilities and adequate human resource in order to effectively computerize all departmental operations and to network all immigration operation centers such as airports, border control points and regional offices.

- 2) The Department should adopt a mix of appropriate public awareness campaign initiatives that will enable its customers to be more aware of products and services offered. It would be more appropriate if the public communication strategy is left to individual departments who understand their needs and therefore are capable of responding appropriately. The public relations office should be more proactive in coordinating, articulating and disseminating information about public awareness reforms initiatives and Departments services. This is will be critical in improving customer's awareness levels and further improving service delivery.

- 3) There is need to fully put in place strong anti-corruption initiatives to deter corrupt practices. The Department should strengthen Corruption Prevention Committees and Integrity Assurance Officers, Integrity Testing programs, Officers sensitization initiatives against corruption and adhere to Department code of ethics and behavior, as well as various legislations in place. The effective anticorruption campaign initiatives will successfully deter corrupt practices that will lead to better service delivery. Anti-corruption initiatives should be supplemented by other reforms to discourage service seekers from enticing officers.

- 4) Decentralization of services and products has led to better service delivery. The department should therefore focus more on its decentralization reform initiatives by opening up more border control points and regional offices at strategic locations. The strategic and timely decentralization process of Department services will enable it to successfully meet the increasing demand of its products and services by bringing them closer to its clients.

- 5) Increase in staff numbers had a positive influence in service delivery. Due to the expected increasing demand of and quality of immigration services, the Department must ensure that the staffing levels are adequate and appropriate to ensure achievement of timelines, reduce workloads and flexible times for Officers. Human resource is the engine in driving service delivery initiative, the Department should therefore offer more appropriate training opportunities and motivation through good remuneration package. This will lead to provision of better services due to enhanced retention of qualified and motivated staff.

- 6) The implemented administrative reforms are at the core of improving service delivery. This study recommends that for these reforms to be successfully the top level management need to communicate the introduced reforms in time to all officers in all border control points, regional officers and missions abroad to enable timely implementation of such reforms. The key objective of administrative reforms is to eliminate the bottlenecks that made it difficult for the Department clientele to access its products and services and to improve service delivery. The department needs to involve a critical mass of its staff in administrative reforms decision making process as this will ensure that the staff is part and parcel of reform initiatives. This will ensure successful implementation of reform initiatives.

- 7) On the policy front, there is need for the institutions both public and private to focus on their reform initiatives by undertaking continuous review of their reform agenda. They should adopt an appropriate mix of reform initiatives that will enable them to meet their set vision, mission goals and objectives and at the same time meet their clientele expectations in terms of service delivery. The adoption and implementation of appropriate institutional reform initiatives will inform and ensure formulation of good and sustainable policies to effectively address delivery of services in both public and private institutions

5.5.2 Suggestions for Further Research.

The study focused on the influence of known reforms on service delivery at the Department of Immigration. Whereas this study focused and anticipated on the intervening variables, it would be interesting to see how the factors interplay. For instance, a study on how administrative reforms have influenced all the other reforms could be an exploratory case in which case more information will be generated. Further, whereas this study had a concentration on what the internal publics felt about the reform initiatives, another researcher may opt to study the influence of these reforms from the perspective of clients. These could form a basis of a further study

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Appendix 1: Existing Immigration Stations and Proposed Border Controls



Appendix 2

Murithi, Linus

Department of Immigration

Nyayo House 8th floor Rm 23.

Box 30191-00100

Nairobi.

17th May 2010.

Dear Colleagues.

As you may be aware, the Department of Immigration has implemented a number of reforms whose influence on the service delivery has not been evaluated academically. Therefore the success or failure of our reform efforts has not been academically documented. The purpose of this survey is purely academic. However, objective evaluation results may guide the policy of the Department to create room for improvement. Moreover, it would be possible for other departments to replicate the successful reform initiatives and avoid costly mistakes associated with failure of many reform efforts.

This questionnaire is designed to gather data for academic purpose only. All information you provide will strictly be used for this study and the confidentiality of your identity will be maintained. However, the generalisation from the findings of the research may become publicly available. You are therefore requested to provide information as objectively and honestly as possible to help achieve the intended purpose.

Stratified random sampling has been used to determine the number of respondents for each station and random numbers have been used to reach at each individual respondent. Kindly, fill in the questionnaire allocated to you. Follow the instructions while filling the questionnaire. When it is duly completed, please return it to the coordinator who will forward the questionnaire to the undersigned or return as requested.

I look forward to your cooperation.

Yours colleague

L.L Murithi

Appendix 3 .Table for Finding a Base sample size, +/- 5% Margin of Error .

population	Variability				
	50%	40%	30%	20%	10%
100	81	79	63	50	37
125	96	93	72	56	40
150	110	107	80	60	44
175	122	119	87	64	45
200	134	130	93	67	46
225	144	140	98	70	47
250	154	149	102	72	48
275	163	158	106	74	49
300	172	165	109	76	50
325	180	173	113	77	50
350	187	180	115	79	50
375	194	186	118	80	51
400	201	192	120	81	51
425	207	197	122	82	51
450	212	203	124	83	52
500	222	212	128	84	52
600	240	228	134	87	53
700	255	242	138	88	54
800	267	252	142	90	54
900	277	262	144	91	55
1000	286	269	147	92	55

Qualification according to the table

- a) This table assumes a 95% confidence level, identifying a risk of 1 in 20 that actual error margin is larger than the margin of the error (greater than 5%)
- b) Base sample size should be increased to take into consideration potential non-response
- c) A 5% margin of error indicates willingness to accept an estimate within +/- 5 of the given value
- d) When the estimated population with the smaller attribute or concept is less than 10 percent, the sample may need to be increased
- e) The assumption of normal population is poor for 5% precision levels when the population is 100 or less. The entire population should be sampled, or a lesser precision accepted.

QUESTIONNAIRE

Please fill in all the sections of the questionnaire as per the instructions.

PART 1: BACKGROUND INFORMATION

Please use the space provided for information required and tick in front of the most appropriate response where applicable.

1. Name of the station. (Section/ Office/ Airport/ Border control).....
2. Name of the respondent (optional).....
3. Rank of the respondent
4. How long have you served in the current station?
5. How long have you served in the Department of Immigration?
6. State and briefly explain the main activities carried out in your station.

7. Are you aware of any reforms the Department of Immigration has undertaken in the last 5 years to improve service delivery?

Yes ()

No () if you tick no, ignore question 8

8. If yes, which are these reforms?

- A) -----
- b) -----
- c) -----
- d) -----
- e) -----
- f) -----

9. Are all the immigration officers aware of the reforms implemented by the Department of immigration in the last few years?

Yes () if yes, answer the following question.

No () if no, proceed to question 11

10. If yes, are your sectional activities focused on envisaged change? Explain how.

11. If no, why are some employees not aware of the reform initiatives? State the possible reasons.-----

PART 2: REFORM INITIATIVES.

Fill in the information required in the spaces provided and where applicable tick the appropriate response.

Section 2.1: Adoption of ICT.

12. Does your section have an Information Management System related to your main activities?

Yes []

No []

13. If yes, which information management system/s do you use in your station?

14. How would you rate the adoption of Information Communication Technology (ICT) within your station? (Tick as appropriate)

Computerization	Response				
	Very High	High	medium	low	Very low
a)Level of Computerization(numbers of computers)					
b)Level of computer usage among staff					
c)Level of networking within the section (intranet)					
d)Level of networking without the section					
e)Level of computer literacy among your staff					
f)Departmental website and SMS tracking services					

15. How has computerization influenced service delivery in your section? (Please explain)

Section 2.2: Anti-corruption initiatives

16. How would you rate the influence of the following anticorruption initiatives implemented by the department on service delivery? (Tick as appropriate)

Influence of Anti- corruption initiatives on service delivery	Response				
	Very high	High	medium	low	Very low
A). Officers Sensitization against corruption.					
b). Open office floor plans.					
c). Elimination of brokers.					
d).Corruption reporting mechanisms in place. (boxes, email, telephone)					
e).Corruption prevention committees.					
f).Display of anticorruption messages.					
g).Wearing of uniforms and identification badges.					
h).Display of requirements and service charter					
i).Integrity assurance officers					
j).Integrity testing program					
k) Departmental code of ethics and behavior.					

17. Has the adoption of these initiatives influenced in combating corruption?

Yes () If you tick yes, answer question 18

NO () If you tick no, answer question 19

18. If yes, how has this influenced service delivery? (Please explain your answer)

19. If no, why do you think the measures have failed to influence the fight against corruption?

20. What disciplinary actions are taken by the Department against the perpetrators of corrupt practices in your section? State and briefly explain each

21. Comment on the trend of numbers of officers facing disciplinary action in the last five years in the stations you have served.

Section 2.3: Increase in staff numbers

22. How do rate the number of staff against the workload in your station? (Please tick)

High ()

Adequate ()

Low ()

23. Please rate the influence of increased number of officers on service delivery in your station.

Number of officers' impact on service delivery.	Response		
	High	Medium	Low
a) Achievement of time lines			
b) Reduction in workloads			
c) Flexible times for officers			
d) Improved quality of work			

Section 2.4; Decentralization of immigration services

24. State the services and products that have been decentralized in the Department of Immigration.

25. How has the de-centralization affected services delivery in your station? (Tick as appropriate)

Impacts of Decentralization.	Response				
	Very high	High	medium	low	Very low
a) Reduced congestion at the main service centre's					
b) Reduced distance applicants have to travel					
c) Decentralized decision making to more personnel.					
d) Enhanced work load distribution					
e) Enhanced reach of immigration services					

26. On average, how far do local service seekers travel to get immigration services in your station? Please tick

0-100km () 101-200km () 201-300km () over 300

Section 2.5 Administrative reforms

26. What is your rating of the influence of the following administrative reforms on the service delivery in the Department of Immigration?

Administrative reforms	Response				
	Very high	High	medium	low	Very low
a).Redesign of immigration operation areas to be more customers friendly.					
b).Reduction on fees for Temporary permits					
c).Removal of requirements that add no value to applications					
d).Introduction of extended working hours					
e).Introduction of visa fee collection stickers.					
f).Requirement that applicants appear in person.					
g).Introduction of operations manual and standard operating procedures					

Section 2.6: Public awareness programs

27. Please rate the effectiveness of public awareness initiatives campaigns in reaching customers.

Effectiveness of public awareness initiatives	Response				
	Very high	High	medium	low	Very low
a).Communications office(public relations office)					
b).Print media advertisements and responses.					
c).Electronic media talk shows.TV& Radios					
d) Departmental website.					
e) Service charters display					
f).Display of flyers and brochures.					
g).Public week service.					
h).Public stands at agricultural shows.					
i) Customer care desk.					

28. Please rate the influence of public awareness campaigns on service delivery.

Influence of Public awareness campaigns in terms of;	Response				
	Very high	High	medium	low	Very low
a) Awareness of products and services					
b) Awareness of requirements for services.					
c) Awareness of where to access services					
d) Reduced influence of brokers on customers.					
e) Corruption reduction.					

Section 2.7: Service delivery

29. Please rate how the reforms implemented in the Department of Immigration have influenced service delivered to the customers under the following parameters.

Influence of reforms on service delivery on;	Response				
	Very high	High	medium	low	Very low
Speed of service delivery					
Completeness of the service					
Courtesy of the service					
Accessibility of the service					
Consistency of the service					
Accuracy of services					
Influence of reforms on service delivery continued ;	Very high	High	Medium	Low	Very low
Responsiveness to customer needs.					
Customer awareness of customer awareness of immigration services					
Improvement in revenue collection					
Deterrent of illegal migration (entry/exit)					
Achievement of departmental goals					

Section 2.8 General

30. Comment on any other influence of reforms on service delivery not covered by the questionnaire. _____

31. Which of the intervention/s in your opinion had the greatest influence on service delivery and why?

32. In the continuing Departmental reforms, what reform initiatives are not covered above that in your opinion should be included to improve service delivery.

Thanks for your participation