BENEFITS AND CHALLENGES OF E-GOVERNMENT AT THE KENYA ANTI-CORRUPTION COMMISSION

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DECLARATION

This research project is my original work and has not been presented for award of a degree in any university

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This research project has been submitted for examination with my approval as the university supervisor

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DEDICATION

I dedicate this work to my family for the sacrifice they made for me to complete this project. Their love, care, concern, support, encouragement and enthusiasm inspired me to achieve this goal.

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ABSTRACT

The introduction of ICT can reduce corruption by improving the enforcement of rules, lessening discretion by public officials, and increasing transparency. What is emerging now is a platform known as e-government which is the utilization of ICTs to automate both internal operations within the government and the external service provisions to the citizens. E-government comes with benefits such as improved efficiency and challenges such as high component and services costs. However, benefits are still outweighed by technological and government organizational challenges.

It is to this effect that this study was set out to investigate the extent of e-government utilization by Kenya Anti-Corruption Commission (KACC), to establish benefits of e-government as applied by the Kenya Anti-Corruption Commission and as well analyze the challenges. This study used a case study design. The target population involved the main fourteen divisions in KACC organizational structure that includes 214 members of staff. The respondents of the study were randomly sampled from the target population. 14 senior officers in charge of departments were purposively selected bringing the sample size of the study to 38 respondents.

The primary data was collected from the respondents using a questionnaire. It was then coded and analyzed with the help of the Statistical Package for Social Sciences (SPSS). The analysis used descriptive statistics such as mean scores and standard deviations and results presented using tables, graphs and charts for ease of understanding.

From the findings, this study recommends that KACC should initiate a top bottom approach policy to ensure proper implementation of e-governance. The government should empower the public who are the main clients of the KACC to enable them increase the usage levels of ICT, its improved access and technological diffusion. KACC should provide more information about their services through e-governance as this will ensure accurate quality information directed to the public and interested parties.

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INTRODUCTION

1.1 Background of the Study

Access to information broadens the democratic space and with the advent of information technology (IT), it is now possible for people to access global information. Information includes oral communication, voice in telephony, text in fax and newspapers, images in video and television broadcasting, data in computers etc. Information can be digitized, transported, stored, retrieved, modified and distributed. All these can be achieved by use of different media and technologies. Dynamism in technology has emerged with digital techniques that include high-bandwidth communication; networking alternatives such as intelligent networks that in it self contains and is associated with modern software. These are new technological trends that we see currently in the development of communication technology systems and they continuously alter the scope of how people live, associate, learn, work and relate (Heeks, 2002).

Integration of computers with communications technologies has resulted into Information and Communication Technology, or ICTs. Information and communication technology generally describes the technology that thrives to capture data, manipulate the data, store data, and allow for communication about the data. These technologies include computers, networks, software and applications, mobile technology, the internet, television and radio. The technologies are being adopted by enterprises for example to manage accounting functions, to dispense drugs in chemists, to plan for resources, to manufacture and to manage sales and stock levels in supermarkets. This therefore means that they are growingly becoming essential in activities globally. In fact ICTs are now being used to provide quick access to ideas and experiences from a wide range of people, communities and cultures (Heeks, 2002).

The public sector for a long time suffered from compartmentalization and fragmentation of public administration due to being organized according to the needs of administration rather than the needs of the citizen. This meant that services and information were

scattered within the administration making it difficult for citizens to get services to their specific needs. ICT tools with their offering of front office solutions through proactive services, portals and one stop shops are being adopted to overcome such problems. It is now possible to organize public service delivery alongside citizen needs. ICTs have introduced new forms of governance whereby there is more collaboration between different actors from the public, the private sector and other stakeholders. What we now see emerging is adoption of a platform known as e-governance which is based on internet and web technologies and has become a global trend in public administration (Heeks, 2003).

1.1.1 E-Government

The Commission of the European Communities (2003) terms the process of using ICTs to automate both internal operations within the government and the external service provisions to the citizens and stakeholders as e-government. Further, such ICT usage reduces the overall operating costs, optimizes resource utilization, improves the response times, and propagates government processes effectively to become much elaborate to citizens and stake holders. This ensures a framework for developing mechanisms to promptly identifying public service delivery deficiencies. E-government therefore is the use of ICTs to bring about organizational change. This includes the use of new skills in public administration to improve services and the democratic processes that strengthen public service delivery policies, Commission of the European Communities (2003). UNPAN (2001) survey, lists 133 countries as having adopted e-government while World Market Research Center (2001) lists 196 countries globally. However in spite of these trends and initiatives on e-government, the benefits are still outweighed by technological and government organizational challenges.

Opportunities created by e-government to enhance governance include efficient management of resources, creation of avenues for new services, increased citizen participation in governance matters and generally building on the global information infrastructure. Exploring of these opportunities realizes better decisions by government, increased trust by citizen in government and governance strictures, transparency and

accountability in government undertakings, trust and participation in governance matters by stakeholders and creation of avenues to meeting new public challenges, Clift (2003). In total sum e-government is the use of ICTs to better governance. It is about focusing on the utilization of ICTs to transform the culture of governance, OECD (2003).

There are many emerging ICT tools that are continuously being engaged to achieve e-governance in both soft and hardware. Amongst the technologies are: Computers that include servers, desktops, laptops and hand held devices; networking that are both physical and wireless and avails bandwidth for internet and other related access technologies; application and software solutions for various governance tasks and activities; websites and portals for gathering or disseminating information and business or transactional servicing; mobile technologies for data processing and telecommunication and communication media that includes radios, television and satellite technologies.

Generally, within an e-government setup, citizens are able to interact with various government servicing functions largely to their satisfaction and from most parts of their government jurisdiction. On the other hand the government is able to promptly and efficiently service its citizen's needs. In the process the government further gathers statistics and financial data to enable it plan and prioritize its activities while servicing incremental or subsequent citizen needs.

1.1.2 Benefits of E-Government

There are many benefits to all stakeholders including the government to be leveraged from an e-government environment. E-government enables a cost effective way of running businesses as it offers fast access to most current information. The amount of information is also adequate to make business or personal decisions on economic, development and demography. The government on its part will benefit on decreased costs of engaging and providing services to the publics. There is improved efficiency and generally effectiveness in public programs management. Further e-government environment generates increased esteem as Government becomes more responsive to stakeholders needs. This helps the stakeholders to view the government in a positive perspective on matters affecting them.

The Kenya e-government on its website http://www.e-government.go.ke [accessed 20th August 2010] proclaims such benefits from e-government as a) simplified delivery of services to citizens; b) minimized government bureaucracy; improved interactions among government units and with business, industry and citizens; c) increased empowerment of citizens and businesses through access to information, knowledge and services; d) efficient government management; improved productivity of government agencies; e) cost effective and convenient delivery of information, knowledge and services; f) possibility of stakeholders finding information and therefore getting services from the government and its agencies; g) strengthened legal systems and law enforcement and; h) improved quality of life for disadvantaged communities and broadened public participation. Indeed as per the Kenya e-government website, one of the benefits of e-government is to help build trust between government and citizens through prevention of corruption.

Processes are therefore simplified within an e-government setup making it easy to access government information and enabling greater citizen participation in public affairs management. The benefits being more transparency, improved services, accessibility of public services, efficiency and accountability and in general democratization. E-government technologies further allow for online services that lessen the need for hard paper forms and copies therefore reducing paper use and helping conserve the environment.

The overall potential benefits of e-government are many and include enhanced government to citizen, government to government and citizen to government transactions, efficiency and cost effectiveness in public services delivery and enhanced communication between government and stakeholders. The Commission of the European Communities (2003) indicates that such results will generally be reflected in the transparency and accountability of government business; improved and coordinated inter-government information sharing and dissemination; improved resource planning and utilization and enhanced democratization process.

1.1.3 Challenges of E-Government

In a report by the World Bank (2003) basing its study on India, some of the challenges cited and that would largely affect developing countries include: Absence of demonstration projects therefore limiting information available to assess and to advocate the impact of ICTs on development; the cost of computers, related accessories and other enabling infrastructure that enable engagement of ICTs largely still beyond the purchasing power of the publics; lack of access models to address some challenging factors; minimal awareness of the benefits of ICTs and therefore the publics lagging behind on e-government initiatives; limited access to the Internet for citizens and most public service institutions; language barriers in using the Internet as most content is in international languages like English; high illiteracy levels; lack of information products suitable and tailored to fit the assimilation capacities and needs of the public; lack of motivation by citizens to use and seek for information and dynamics and advancements in technology that comes along with great uncertainty.

1.1.4 Kenya Anti-Corruption Commission

In order to end the painful culture of tolerating corruption and the "big man's" syndrome, (Ayee, 2005), the Kenyan parliament established KACC as a public body under the Anti-Corruption and Economic Crimes Act, 2003 as the main agency with a statutory mandate to fight corruption in Kenya. Established on 2nd May 2003 the KACC is a body corporate that has perpetual succession, the capacity to sue and be sued, and can acquire and dispose of property. KACC is based at the Integrity Centre in the Capital City of Nairobi and has three out stations one in Nairobi, Mombasa and Kisumu. The Director is the Chief Executive Officer, with four Functional Assistant Directors and an Advisory Board which recommends the Director and Assistant Directors appointments and advises the Commission generally on its operations. Officers appointed below Assistant Directors include for example lawyers, accountants / auditors, valuers, law enforcement officers, economists, quantity surveyors and educationists.

KACC gathers information on corruption occurring in Government and the public Sector from a variety of sources. These sources include members of the public, heads of

government departments and agencies, officials working in both the public and private sectors and the media. Information can be provided to KACC in writing, by telephone or by presenting it personally to the Commission's Report Centre at Integrity Centre in Nairobi and Mombasa office at Apollo Court on Moi Avenue. KACC has also applied the concept of e-government by offering public services through the web whereby one can pass on information, suggestions, complaints, articles and findings anonymously to the Commission through the Anonymous Whistleblower's System on accessible through the KACC Website. One of its principle aims is to protect individuals who want to remain anonymous when posting their articles on corruption.

The establishment of KACC has been an important milestone in the fight against corruption in Kenya. This has been part of the Kenya Government's commitment to eradicate corruption, improve good governance and foster transparency in all sectors. KACC's objectives (2006-2009 strategic plans) were: Enforcing the anti-corruption law in order to reduce corruption, and subsequently improve public service delivery and overall development in Kenya. This was to be achieved by a) building litigation and asset recovery capacity; b) building investigation and asset tracing capacity and implementing a countrywide corruption investigation strategy; c) facilitating prevention of corruption strategies within public and private sectors and especially in those institutions identified to be prone to corruption; d) conduct education and awareness creation among the public, including enlisting public support towards the fight against corruption; e) building effective partnerships and coalitions with those institutions and stakeholders involved in governance and the fight against corruption; f) build institutional capacity of the Commission by rationalizing use and access of Commission's resources; h) modernising operational processes and procedures; h) developing and enforcing a Commission-wide monitoring and evaluation framework and; i) mobilizing adequate financial resources and ensuring prudent utilization of financial, physical and human resources.

KACC has a staff compliment of 270 and has made tremendous progress in delivering on its mandate that include investigations, asset tracing and recovery, prevention and public education on matters to do with corruption. KACC receives reports of corruption by oral

and written complaints, extracts from media, extracts from audit and parliamentary reports, and generally from other investigative or administrative agencies. In propagating its activities, KACC has embraced ICT by implementing the concept of e-government through many fronts that include: the anonymous whistleblower system, KACC website, case and intelligence management application, financial management and other applications that are web accessible and that are part of the larger e-government. This has been in an effort to facilitate its functions in order to achieve its goals in serving the public and eradicating corruption in Kenya (Ayee, 2005).

1.1.5 E-government in Fight against Corruption

The introduction of ICT can reduce corruption by improving the enforcement of rules, lessening the discretion of officials, and increasing transparency. Yet, while ICT eliminates many opportunities for corruption for those who do not understand the new technology fully, it opens up new corruption vistas for those who understand the new systems well enough to manipulate them. Proper safeguards are needed. In addition, ICT specialists and public managers need to work together to ensure that e-government systems are coordinated with other reform processes, including business process re-engineering (Clift, 2003).

ICT when utilized can yield many benefits, including lower administrative costs, faster and more accurate response to requests and queries (all day everyday), direct access to transaction or customer accounts held in different parts of government, and the ability to harvest more data from operational systems. This would increase the quality of feedback to managers and policymakers. A study of innovation awards given to government agencies in the US revealed that all the agencies applied technology in innovative ways such as allowing citizens to handle common legal matters online. Among the promises of e-government advocates is that these systems can help to prevent corruption. Yet e-government systems can deliver on their promises only if different offices and people are willing to share information and to do things differently (Heeks, 2002). A study by United Nations Development Programme (2006) concludes that e-government reduces corruption.

1.2 Statement of the Problem

Informal interaction with KACC reveals that despite it having embraced E-government it does not get much of information and data it needs on all aspects of corruption in order to satisfactorily deliver on its mandate. This is mainly due to limited channels of integration into the various governance functions, with the public and other stakeholders. KACC utilizes various ICTs that have potential to deliver on its mandate. However, they are not linked to the central government ICT infrastructure and therefore are not part of e-government systems. According to Heeks (2003) in a study on the failure of e-government implementation projects in developing countries, 35% are classified as total failures while 50% are classified as partial failures, hence the need for such a study to further assess the benefits so far accruing out of the current e-government projects. This is attributed to lack of involvement of users by technology planners hence the solutions not meeting the user expectations.

Ngulube (2007) points out that the main ingredients in formulating and developing e-government ICTs are information, legal frameworks, human resources and infrastructure. However, in sub Saharan Africa, there are deficiencies as in most countries both government officials and the publics who are supposed to form the human resource component lack the basic utilization skills. Furthermore, the infrastructure in most countries is not extended and therefore not available to both government officials and the publics. Legal frameworks to ensure data protection and confidentiality are not available. Information and records management systems in the region that are largely in the hands of the government are not also organized to fit into e-government technologies.

E-government platform is expected to give KACC an enabling environment, content and material to make inroads into delivering on its mandate. The processes of undertaking investigations at KACC are lengthy due to the amount of data and documentation required to produce briefs of evidence. It has to undertake costly and lengthy research into matters of corruption to eventually prioritize its other mandate of prevention and education initiatives.

There is no known evaluation or study that has been done on e-government at KACC. This study came in to bridge this gap in knowledge by establishing the e-government benefits and challenges faced by the Kenya Anti-Corruption Commission and determine how e-government can effectively be used in the fight against corruption in Kenya. The only near similar study was done by Bett (2009) to investigate on management challenges in adopting e-government by the City Council of Nairobi. The investigation concluded that benefits of e-government can not be realized simply by digitizing information rather the challenge is to understand how ICTs can be used to leverage operations of the Council to offer better services.

The research questions therefore were as follows:

1. To what extent is Kenya Anti-Corruption Commission utilizing e-government facilities?
2. What are the challenges of E-government in the Kenya Anti-Corruption Commission?
3. What benefit is Kenya Anti-Corruption Commission reaping from engaging e-government?

1.3 Objectives of the Study

The objectives of the study were to:

1. Investigate the extent of e-government utilization by Kenya Anti-Corruption Commission
2. Establish benefits of e-government as applied by the Kenya Anti-Corruption Commission
3. Analyse the challenges of e-government in the Kenya Anti-Corruption Commission

1.4 Importance of the Study

The findings of this study were expected to be useful to the government in two folds. First, the exploration of e-government challenges in KACC will make it easy to derive amicable technology solutions aimed at enhancing the war on Corruption in Kenya. Corruption perception index by transparency international 2010 ranks Kenya in position 154 globally Transparency International (2010). Corruption being a major hindrance to national development must be fought from all levels. Therefore, a streamlined e-governance in KACC will highly boost performance and hence the war on corruption. In the long run, service delivery to the public will then be effective and efficient. The concept of effective e-government will generate repositories of information and data needed for investigations once corruption is detected and trends that will provide intelligence for corruption prevention programming. Further, it will enhance collaboration amongst law enforcement and other regulatory agencies thereby providing a platform for the fight against corruption and other economic crimes.

Secondly, KACC effectively embracing e-government will create opportunities for further research on matters of corruption. E-government by KACC, whose activities are inherent in the larger government, will therefore provide academicians and practitioners with an open environment to indulge in specific interest data, operational statistics and information and thereby advance related academic needs and outputs. E-government will further provide a platform for academicians and researchers to discuss and share knowledge and experiences on matters of corruption.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

According to Hoque (2008), the ever growing need to improve both effectiveness and efficiency of the public sector because of dwindling resources and the ever growing public expectations pose a major challenge to the public sector worldwide. This has given rise to the need for performance measures in providing public services by governments. Thus the need to improve public services delivery has become important and therefore requires performance measures more so from the public perspective, Black, et al, (2001).

Kenya launched its civil service reforms in 1993 through the civil service reform program that has presence at national, province and district levels and in each ministry with the aim of enhancing productivity and efficiency, (Sawe 1997; Nyanchama 2004). There was adequate sensitization of all actors in the reform process that had three phases designed for the reform program; Phase I of 1993 to 1998 with the focus being on containment. In this phase matters of policy were handled touching on training and capacity building, staffing, financial management, pay and benefits, civil service organization and performance management. This is the phase that resounded information technology as a key tool and driver of the civil service reforms, (Nzioka 1998).

Phase II reform programs were from 1998 to 2001 and focused on improving performance. In this phase reforms took center stage in the mid-1998, however they gained momentum when National Alliance Rainbow Coalition (NARC) government assumed power in 2003, (Obongo 2007). This phase centered on reforms on ministerial and sectoral initiatives thus e-governance, law and order, performance contracting, training and capacity building, governance, based management and judicial reforms, (Nyamweya 2007). Thus, this phase marked the recognition of the use of ICT's by the government as a platform to further steer the reforms agenda. And finally the phase III reforms program that started in 2003 to date focuses on the inclusion of ICT's in refining, consolidating and sustaining the reforms.

2.2 Information and Communication Technologies

According to AMEINFO a middle east business resource, in the recent years, there has been experienced an explosion in access to information and ideas bringing about knowledge to millions world over. This has also increased opportunities and expanded choices. The revolution is caused by technologies commonly known as Information and Communication Technologies (ICTs). They enable collection of data from varied sources and thereafter organize the data into information and facilitate varied access to the information. It is important to also note that millions worldwide are untouched by this revolution. ICTs engage all to participate in the global dynamics and are increasingly transforming the work and social environments through activities that enable access to varied developing technologies.

2.2.1 Social Economical impacts of ICTs

According to Global Alliance ICT for Development series 1, businesses and corporations have in the recent past widely incorporated tiers of ICTs in their operations giving rise to international and global interconnectedness hence speeding the globalization process. The net effect witnessed has been low costs of production and therefore of goods and a reshaped workforce that can be outsourced either in white collar or manufacturing environments. ICTs contribute immensely in integrating communities in to the global economy. This is crucial for their development as they get access to global markets and vise versa. Moreover ICTs are recognized by the international community as tools that will help achieve the Millennium Development Goals. GAID contents that this has however had fundamental impacts on the labor sector. For instance, the global interconnectivity and outsourcing have increased geographic fragmentation of product chains whereby production occurs in specialized plants located in different geographic areas that traverse international boundaries. Usually these locations do not have restrictions on remuneration for workers hence being attractive economically as production cites.

Findings by ICT Campaign NICTAC (2009-10) suggest that socially, ICTs have impacted societies in many ways. They have caused centralization of the many levels of management enhancing the growth of urbanization. The finding further suggests that ICTs have brought about innovations in production of goods and new forms of employment generating demand for highly-skilled specialists. On the contrary and by the findings, ICTs have on the other hand enabled unskilled workers to take over professionals jobs in certain industries. This can either be seen as re-skilling or de-skilling of the work force by proponents and detractors of ICTs respectively. Segments of society have varied access to ICTs as portrayed by the fact that English language that is spoken by 10% of the global population accounts for almost 80% of internet content. In conclusion, the findings have it that though there are these imbalances, social justice movement's feel that ICTs can empower marginalized groups and can be used to promote equality. The movements are pushing for ICTs to be engaged as means to provide affordable and accessible information and further as a platform for voices that might otherwise go unheard. Utilization of ICTs by government is referred to as e-government.

2.3 E-government and E-governance

Keohane and Nye (2000) term government as the corporate entity or institution that functions with authority generating formal obligations whereas governance is the broader concept that describes the forms of governing or the procedures, systems and processes that nature the collective activities of an institution. Sen (1999) alludes to the fact that private entities, associations and non-government organizations practice governance and therefore it is not exclusively for government. Kettl (2000) notes that, politics, policies, and programs result into governance with long term concerns and therefore very distinct from the government whose concern is immediate decisions.

E-government or electronic government is described by Fraga (2002) as the utilization of ICTs by the government to electronically and optimally manage its internal operations. E-governance is therefore the extension of e-government processes to service the public with no distinct boundaries. It is indeed the use of technologies to provide government

services to the public. Whilst e-government is centered on the operations of government, e-governance extends the scope to include citizen participation in governance. Osborne and Gaebler (1992) however argue that what is important in the perspective of governance is the objective with the bottom line being outcomes rather than the outputs as in government. Some reason as to why the public at times is impatient with the government is that service outcomes are sometimes unacceptable even though much effort is expended. Osborne and Gaebler (1992) look at e-governance as the course for those wanting to re-invent government hoping that outputs are replaced by new focus on outcomes as those in government continue confusing how they govern with why they govern.

E-governance as described by Okot-Uma (2001) has emerged as an information technology model of governance with structures and processes that integrate ICTs into all levels of government, the public sector and beyond. E-government uses the appropriate technologies in order to enhance relationships within government functions at internal and external levels, to support economic development, to support democratization, to promote human rights issues and to improve efficiency in service delivery. E-government in this case includes e-governance and e-democracy. E-democracy meaning, the structures and processes that pertains to electronic communication between government and other stake holders or the public and that may include voting, discussions and any other form of interaction that leads to and maintains a legitimate government.

2.3.1 E-Government in Developing Countries

A survey carried out by the United Nations (2005) on 191 member states of the United Nations on e-government readiness gives an indication that African states embracing of e-government is very poor as compared to developed nations that have made remarkable strides. The survey further reports that on a regional basis, Europe provides leadership in e-government, followed by North America, while South Asia, Central Asia and Africa are ranked last in that descending order, respectively. The United Nations (2005) report noted that despite the progress made in the years 2002, 2003 and 2004 with regard to e-

government implementation, a serious access-divide exists across the world between the developed and the developing countries. Of particular concern were countries belonging to the regions of Africa, South Asia and Central Asia. These countries showed little relative progress in 2005 with respect to outreach and access to citizens.

In a separate study conducted by the World Bank (2007), and as tabulated in table 1 to determine among other things the number of cites offering online services in different regions globally, North America was ranked first at 62% followed by Asia at 36%, Western Europe at 34%, Middle East at 29%, Pacific Ocean Islands at 28%, Central America 22%, Russia 10% and Africa 9%.

Table 1: Percentage of government sites on e-government by region of the world

Region	2001	2002	2003	2004	2005	2006	2007
North America (per cent)	28	41	45	53	56	71	62
Pacific Ocean Islands	19	14	17	43	24	48	28
Asia	12	26	26	30	38	42	36
Middle East	10	15	24	19	13	31	29
Western Europe	9	10	17	29	20	34	34
Eastern Europe	–	2	6	8	4	12	11
Central America	4	4	9	17	15	11	22
South America	3	7	14	10	19	30	46
Russia/Central Asia	2	1	1	2	3	11	10
Africa	2	2	5	8	7	9	9

Source: West (2006)

However, earlier rankings by Economist Intelligence Unit (2006) on the global e-government readiness rankings showed that out of 68 countries ranked, Denmark retained its top position from the previous year, followed by the USA, Switzerland and Sweden. The six countries that followed were the UK, The Netherlands, Finland, Australia, Canada and Hong Kong. Overall, Europe remained the dominant region worldwide as far as e-government was concerned. Ranking of African countries and their positions were as follows: South Africa at 35th, Egypt at 55th, Nigeria at 60th, and Algeria at 63rd. In another

study on global e-government status by the Centre for Public Policy conducted at Brown University, Rhode Island in 2006 on 198 countries discovered that sub-Saharan Africa countries fared poorly.

2.3.2 E-Government in the East African Community (EAC)

The EAC brings together the countries of Kenya, Uganda, Tanzania, Rwanda and Burundi into a single economic trading block. EAC has developed a vision for the regional e-government framework thus: "To create wealth, raise the living standards of all people of East Africa and enhance international competitiveness of the region through increased production, trade and investments in the region with Information and Communication Technologies playing a leading role", EAC's purpose is to create wealth, improve the living standards of all its people and enhance international competitiveness of the region. The framework states that key to achieving the vision is increased production and increased usage of ICTs in investments and trade. The framework further addresses the major aspects of regional cooperation including e-business, e-education, online public services, and entrepreneurial support, EAC (2004).

According to Economic Commission for Africa (2005), the vision of the EAC e-government strategy is "Provision of quality and consistency of public service delivery, in order to satisfy citizens' expectations of new standards of service provision that allow greater regional integration and economic development". The strategy addresses among other things the critical inequality issues in the ICTs access and usage in the region. It outlines the potential use of ICT for bridging the gender gaps, achieving millennium development goals and reducing poverty. The strategy further proposes implementation of mechanisms of monitoring the adoption and implementation of the various e-government strategies, initiatives and projects. In particular, such monitoring will ensure close follow up of e-government developments by the public, the private and largely the civil society sectors. This is expected to showcase various activities resulting into an organized e-government awareness program in the region. Kaaya (2004) in his Electronic Journal of E-government indicates that the EAC region countries are collectively and

individually at different stages of developing national and regional ICT policies. Furthermore, most government web sites of EAC were static with basic rudimentary information. E-government web sites in the region only provide information about the office of the president, the electoral commission, the ministries, the national assembly, etc.

At individual country's level on e-government visioning and strategizing, review by Nyanchama (2004) on selling the vision revealed that the Kenya e-government strategy was developed in 2004 with an intension of enhancing transparency, accountability and efficiency in the entire government operations and specifically on service delivery to the public. The strategy is currently being implemented with plans for a review. Results expected are enhanced inter-government processes, enhanced government and public interaction, and improved government service delivery to all stakeholders. Bitwayiki (2005) in a paper on the progress in implementation of e-government in Uganda finds that the country's strategy was developed in 2006 and is based on the EAC framework and the poverty eradication action plan for 2005 - 2006. Further, there exists a roadmap coordinated by the Presidents Office, and a legal framework to support the e-government strategy. The progress made included the automation of the Ministry of Finance, Planning and Development by a multimillion-dollar integrated financial management system (IFMS). The system was intended to support public sector budgeting, financial and accounting management and to enable seamless sharing of information amongst disparate systems and departments. While Senne (2005) found that there were initiatives to set up a disaster recovery centre in Kampala and to further implement the IFMS in more public sector sites.

Sawe (2005) on the progress in Tanzanian found that the government was at an advanced stage of developing and formulating e-government strategies that started way back in 2004. A national ICT policy that emphasized a cost effective and reliable platform based on e-government and that would ensure information sharing across government was in place. He further reported that the e-government vision envisaged a model that need ICTs to cost cut, improve on efficiency, provide quality service, enhance planning and enable

access to global resources. At that particular time there was a focal point to bring together and reinforce the existing initiatives and development of data and voice on wide area networks across government functions. Rwanda developed their e-government strategy based on the National. Information and Communication Infrastructure (NICI) plan of 2005 and it is in the process of being implemented, while Burundi envisioned e-government in 2008.

2.3.3 E-Government in Fighting Corruption

Corruption is rampant in many countries. The poorest countries, most of which are in the bottom half of the Transparency International index, are in greatest need of support in fighting corruption, Transparency International (2010). The poorest countries are also those that mostly incur the huge costs of corruption. An interesting study done by United Nations Development Programme (2006) called 'E-government as an anti-corruption strategy' showed that establishing e-government reduces corruption. This should not be a surprise to anyone working with e-government since it is commonly believed that introduction of e-government diminishes the contact between corrupt officials and citizens, as well as increases the transparency and accountability.

According to Ndou (2004), initiatives to combat corruption propose that e-governance helps. However, effective implementation of e-governance initiatives demands sound ICT infrastructure and sustained strategic commitment. For these reasons the potential of e-governance in developing countries remains largely unexploited. Shah and Schacter (2004) in their paper on combating corruption urge that it is useful to distinguish between types of corruption and to identify those which e-governance can most readily fight. The first group of corrupt practices is petty bureaucratic corruption such as low-level administrative corruption. The second group of corrupt activities consists of strategies aimed at self-serving asset stripping by state officials (state capture). The third group of corrupt activities consists of large political corruption (grand corruption). They further suggested that all types of petty bureaucratic corruption can be diminished through the increased transparency achieved by using modern electronic media. Generally,

employment of the Internet minimizes the opportunities for public officials to monopolize access to relevant information and to extract bribes from their clients.

2.4 Benefits of E-Government

Governments are realizing the benefits of e-government and have started offering their services through ICT driven environments. Holmes (2001), notes that ICTs provide a wide spectrum of potential solutions to varied governance problem or challenge areas. When packaged as e-government solutions, they offer governments and citizenry an electronic infrastructure that enables virtual government service delivery points. Therefore, e-government is a potential platform to improving delivery of public oriented services. Under such arrangement, services that offered are ease of access, usage convenience, responsiveness and transparency. A major benefit is automation of the most complex processes therefore providing immense potential to that underling government to citizen and vise versa transactions.

According to International Telecommunications Union (2006), governments have embraced ICTs, and the internet in particular to mainstream public policy decisions, practices and processes, while at the same time providing citizens with greater and easier access to government services. E-government enables a cost effective way of managing government affairs as it offers fast access to most current information. The amount of information is also adequate to make business or personal decisions on economic, development and demography. for stakeholders. The government on its part will benefit on decreased costs of providing services to the publics as there is improved efficiency, transparency and effectiveness in public programs management. There is realized importance to strategists of ICTs in becoming part of the global information society and therefore helping narrowing the gap between haves and have-nots. Further, online government services facilitate the adoption of digital technologies. Digital technologies are crucial for future competitiveness and redefine the role of government towards being more public oriented.

2.5 Challenges of E-Government

Homes (2008) outlines governments in the 21st century as increasingly obligated to implement e-government in order to enhance governance and service delivery by eliminating inefficient processes and reducing red-tape. The traditional government systems are characterized by manual systems that are burdened by duplication, wastage, inefficiency and losses in all governance functional areas. Therefore, e-government aims at meeting and improving public expectations, facilitating national economic development and generating the much acclaimed for transparency and accountability in public activities performance.

In the recent past, economic liberalization policies have fueled the growth of the telecommunication sector leading to governments adopting e-government to propel governance. Though e-governance makes the government business more efficient, there are several challenges faced while implementing e-governance initiatives. In the developing world, the drive to embrace e-government is mainly challenged by the slow motion in modernizing governance policies, regulatory and legislative frameworks as well as the slow pace in supporting infrastructure development.

Schuppan (2007) commenting on developing countries including the sub-Saharan region of Africa states that e-government is still in its infancy. This can be confirmed by the fact that although e-government is gaining momentum in this region, most government web sites do not create or have the public engagement facilities as they mostly host basic and static information. A further confirmation is the report by Ibrahim index on African governance that which states that there were difficulties collecting secondary data from government websites saying “not all African countries have web sites and where they do, they may not post useful data”, Rotberg (2007). Development of e-government in developing countries can only be realized when a given set of minimum preconditions are met by the country in question during implementation. Furthermore, there is a widespread lack of basic infrastructure required for implementing e-government projects. This must be adapted in order to accommodate challenges that include less infrastructure, large

remote areas and illiteracy amongst publics. Schuppan (2009), notes that the transfer of e-government concepts from industrialized countries to developing countries is not promising. The focus should be on capacity building necessary for the development of cooperation in e-government projects.

One of the major benefits of e-government is cost saving that is achieved in the long run, however, this again depends much on the organizational transition and cultural change. But again organizational and cultural approaches relating to the way public services are delivered varies from country to country further compounding the challenges of implementing e-government. Commitment and leadership is crucial for the successful deployment of e-government and related services as it requires significant investments. Lack of governing policies and infrastructure development standards for e-government poses high tendencies of failures.

2.5.1 Challenges of e-government implementation in sub-Saharan Africa

According to Heeks (2002), success and failure of ICT implementation in developing countries is influenced by situations that are specific to certain geographic regions and associated environments. These assertions attribute largely to the poor show of e-government in sub-Saharan Africa amongst several other factors. As recent as 2008, few African countries had better internet bandwidth supply with each country separately connecting to the more costly overseas internet circuits via satellite. Resultant has been inequitable access to information in the global inter-regional internet bandwidth and lack of strong and reliable regional networks. Statistics by Internet World Statistics (2007) further indicate that as recently as 2007, two thirds of bandwidth to African countries carries the United States linked traffic. Reason being that globally 98 percent of internet bandwidth is reportedly integrated via North America. This forces countries beyond North America region to incur high costs through payments by forex leading to under development of e-government systems especially for the African continent

A report of Economic Commission for Africa (2005) on the status and impacts of development of national and regional ICT policies revealed that only 28 out of 54

countries in Africa had ICT policies critical to e-government development and implementation. Out of these, the following 14 countries are within the sub Saharan Africa region: Benin, Burundi, Comoros, Djibouti, Ethiopia, Malawi, Mali, Mauritius, Mozambique, Namibia, Rwanda, Seychelles, South Africa, and Tanzania. Those that were in the process of developing national ICT policies at the time were 15 in number and the following 11 are in the sub Saharan Africa region: Cameroon, Central African Republic, Chad, Democratic Republic of Congo, Gabon, Kenya, Lesotho, Swaziland, Uganda, Zambia and Zimbabwe. The report further revealed on the other hand that there were 10 countries in Africa that included 6 sub Saharan African countries thus: Republic of Congo, Equatorial Guinea, Eritrea, Madagascar, Sao Tome and Principe and Somalia.

A report by the SADC Executive Secretary observed at the end of 2003 briefings that there were many other challenges to developing e-government in the sub Saharan African countries though efforts have been channeled towards the development of ICTs. For instance the report indicates that low proportions of households have electricity with most of the countries at below 50%. The report further reveals that most of the region has less PCs per 1,000 people with limited local content and bandwidth is also limited with high tariffs, coupled with lack of other enabling infrastructure to support e-government.

Schuppan (2007) notes that due to limited capacity, inefficient public administration and poorly skilled human resource, many countries in the sub-Saharan Africa lag behind in e-government initiatives and development with most efforts concentrated on back office operations automation. He further deduces that that as a result, many end users are not benefiting from the various government transformations.

2.6 Conclusion

There is a growing need for performance measures to improved efficiency and therefore effectiveness in various public related activities within the public sector. However, dwindling resources and public expectations pose challenges to improving the public sector globally. Kenya launched its civil service reforms in 1993 with information technology as the key driver albeit slow and at times with little or no political will.

Change of government in 2002 however brought in a new political angle to furthering the civil service reforms. Through e-government initiatives, the Kenya government has sought to improve collaboration amongst its functional agencies, improve on competitiveness, cut down on costs and enable public participation in Government activities.

Globally, Africa has come out as poor on e-government matters with both the sub Saharan African and East African regions in particular showing little relative progress with e-government strategies developed or being developed to guide and ensure that more government activities are brought on board the e-government frameworks. As with any new developments, there are challenges being faced globally from the e-government perspective. However the challenges vary from region to region based on many factors including environmental, cultural, social, political and economic development.

Governments are growingly getting under obligation to implement e-government in order to enhance governance and service delivery. This is aimed at meeting and improving public expectations while facilitating national economic development. There are however several challenges that faces implementation of e-government and related initiatives. In the developing countries the challenges are the slow motion in modernizing governance policies, lack of regulatory and legislative frameworks as well as the slow pace in supporting infrastructure development including in the sub Saharan Africa region. Whereas the e-government ingredients are information, legal frameworks, human resources and infrastructure, most of the countries in this region have low electricity spread, less PCs per 1,000 people, limited local content, limited bandwidth and lack of e-government enabling infrastructure. The largely lack of political will, further complicates the rate at which the governments in the region are implementing e-government initiatives.

E-government as seen therefore is emerging as one of the main impacts of ICTs on the governance platform where accountability is fostered through enforcement of rules,

lessening discretion of actions by government officials and generally increasing transparency in engagements between governments and the publics and stakeholders.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the research design, target population, it also outline the tool and procedure that was followed in data collection procedure. The data analysis and presentation of the study findings are described.

3.2 Research Design

This study used a case study design. This study was meant to uncover the possible benefits and challenges being experienced in the implementation of e-governance at the KACC. Therefore the researcher had to establish the benefits and challenges of e-governance or to explore the whole organization on matters bringing up the benefits and challenges of e-government in the process of delivering their services.

3.3 Target Population

KACC mandate is to investigate corruption, prevent corruption and to educate the public on corruption matters. It follows therefore that the target population involved the main fourteen divisions in KACC organizational structure that includes 214 members of staff (see the table).

3.4 Sampling

The respondents of the study were randomly sampled from the target population of study by stratified sampling method whereby every member of staff had equal chances of being selected. A sample of 10% of the population from each division was selected. According to Mugenda and Mugenda (2003), a representative sample is 10% to 30% of the population. The 14 senior officers in charge of these divisions were purposively selected. The sample size of the study was 38 respondents.

Table 3. 1: Sampling

	Divisions	Population	Senior officers	Sample 10% of population
1	Report and Data Center	7	1	1
2	Forensic Investigation	42	1	4
3	Special Operations	24	1	2
4	Intelligence Production	19	1	2
5	Civil Litigation and Asset Recovery	12	1	1
6	Crime Reading	7	1	1
7	Research and Documentation	3	1	1
8	Education	12	1	1
9	Prevention	16	1	2
10	The Research and Policy	8	1	1
11	Finance and Accounts	15	1	2
12	Human Resources	5	1	1
13	Administration	40	1	4
14	Audit	4	1	1
	Total	**214**	**14**	**24**

3.5 Data collection procedure

The primary data was collected from the respondents using the questionnaire. The questionnaire consisted of structured questions that involved closed forms of questions. The questionnaires was dropped and picked by the researcher as a method of distributing them. The questionnaires were supervised by the researcher and ensure that they are completely filled for data analysis.

3.6 Data Analysis

Primary data collected were coded and analyzed with the help of the Statistical Package for Social Sciences (SPSS). The analysis used descriptive statistics such as mean scores and standard deviations. The results were presented using tables, graphs and charts for ease of understanding.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION OF THE FINDINGS

4.1 Introduction

This chapter presents the findings of the study and their interpretation. The findings are aimed at meeting the objectives of the study which were to investigate the extent of e-government utilization by Kenya Anti-Corruption Commission (KACC), to establish benefits of e-government as applied by the KACC and to analyze the challenges of e-government in the KACC. The results are presented using tables, graphs and charts for ease of understanding. The data collected from the study was analysed using SPSS version 17.

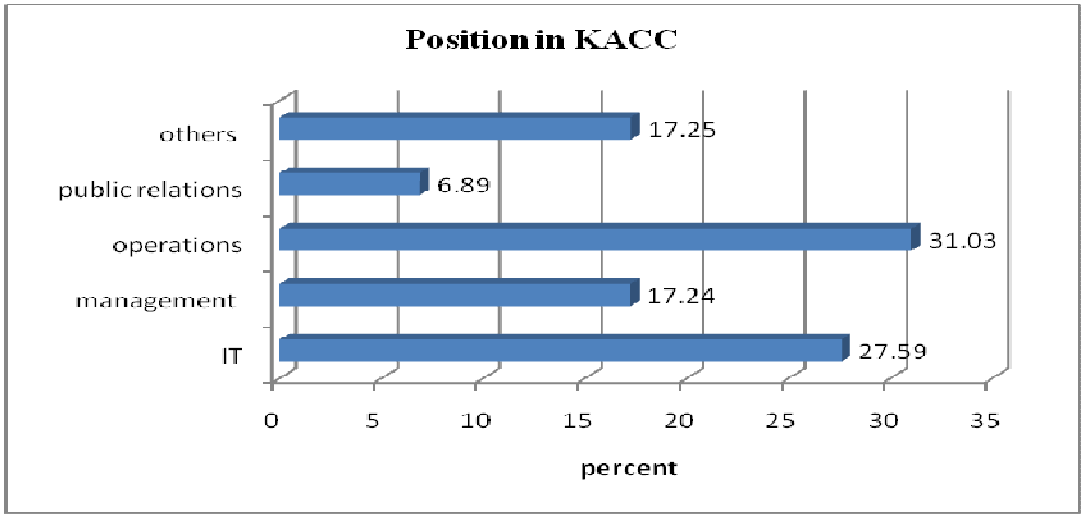
Response rate

The researcher targeted a sample of 38 respondents who were members of staff working in KACC. Out of the 38 respondents 29 filled and returned the questions. This represented a 76.31% response rate. According to Babbie (2002) any response of 50% and above is adequate for analysis thus 76.13% is even better.

4.2 General information

Figure 4.1 below shows the positions the respondents were holding in KACC. From the findings 6.89% of the respondents indicated that they were working as public relations officers, 31.03% were working as operations officers, 17.24% were working in the management, 27.59% were working as information technology officers while 17.25% indicated that they were working in other departments which included; education, forensic investigations and technical services.

Figure 4. 1: Respondents positions

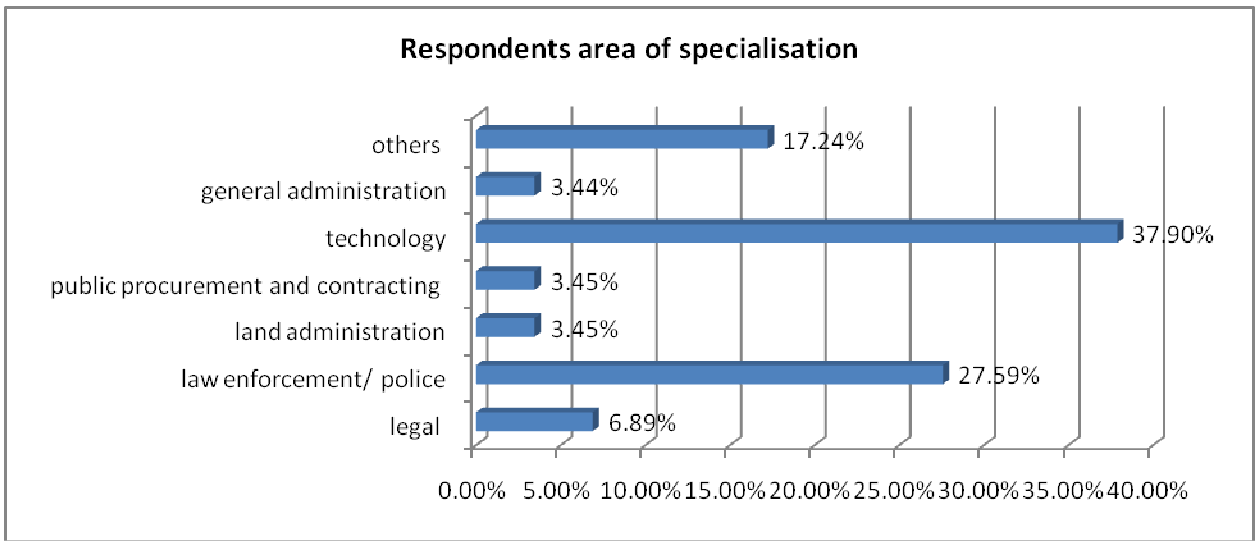


Source: Research Data

Area of specialization

The researcher requested the respondents to indicate their area of specialization in KACC. The study found that 6.89% of the respondents were specializing as legal officers, 27.59 were specializing as law enforcement or police officers, 3.45% as land administration officers, 3.45% as public procurement and contracting officers, 37.9% as technology officers, 3.44% as general administration officers while 17.24% were working in other areas of specialization which included; finance and accounts, communications, education, social sciences and journalism.

Figure 4. 2: Respondents areas of specialization

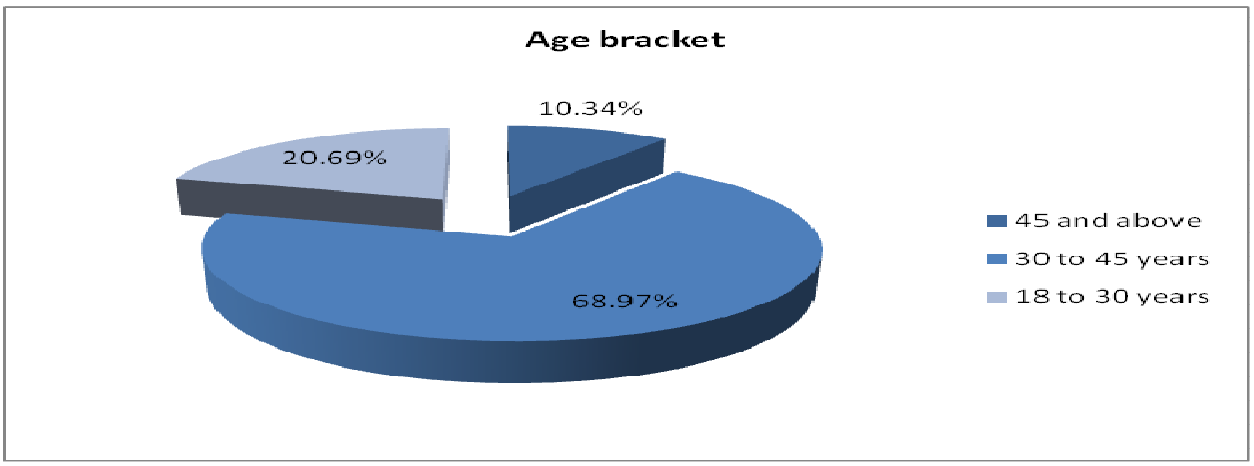


Source: Research Data

Age

Respondents were to indicate their age brackets and as shown in figure 4.3 below, 20.69% indicated that they were aged between 18 and 30 years, 68.97% were aged between 30 and 45 years while 10.34% indicated that they were aged 45 years and above. This shows that majority of the respondents were aged between 30 and 45 years.

Figure 4. 3: Respondents age brackets

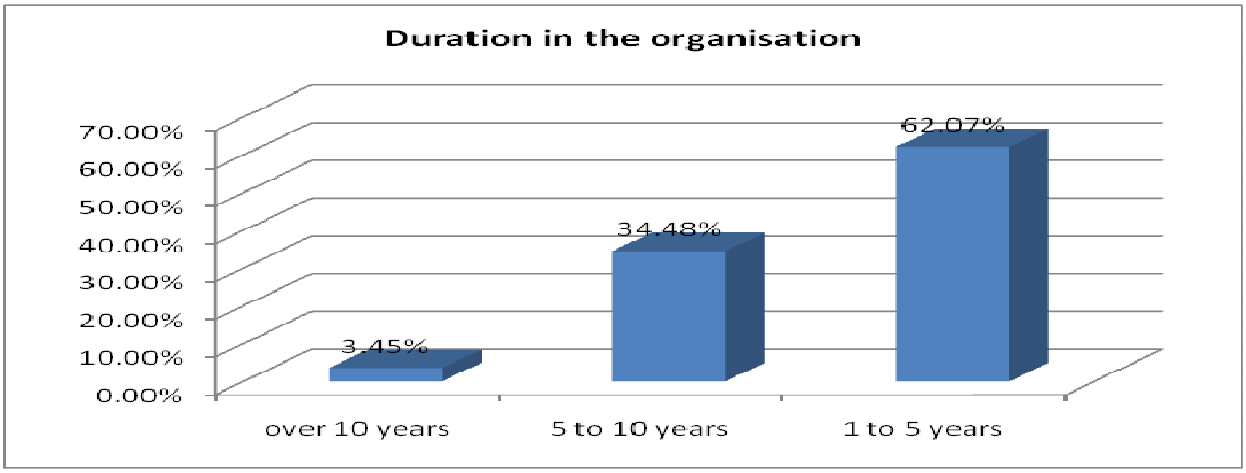


Source: Research Data

Length of employment

Respondents were also asked to state the length of period they had worked in KACC. 62.07% had worked for between 1 and 5 years, 34.48% had worked for between 5 and 10 years while 3.45% had worked for over 10 years. This shows that majority of the respondents had worked for between 1 and 5 years. Figure 4.4 shows the proportions.

Figure 4. 4: Duration of respondents in KACC

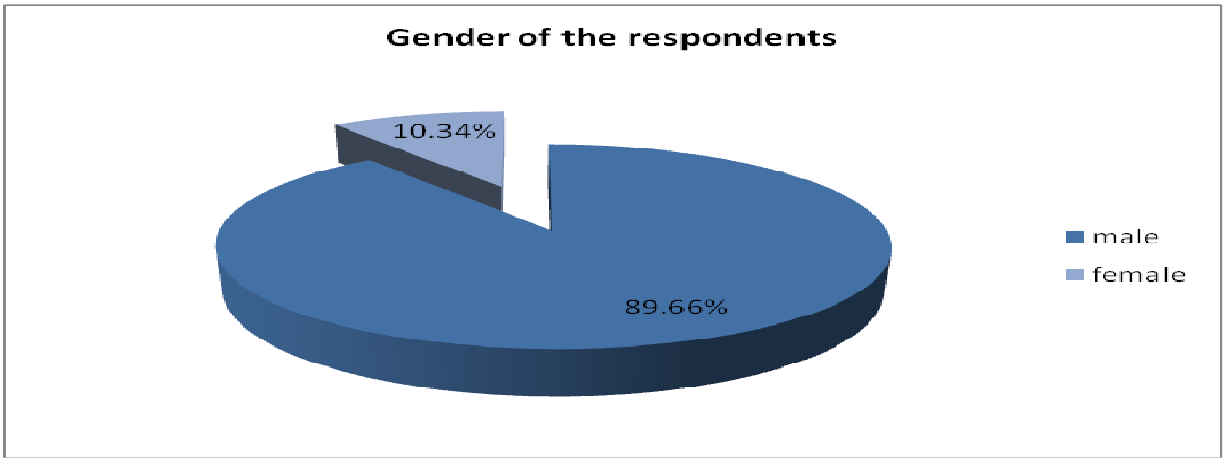


Source: Research Data

Gender

The respondents were asked to reveal their gender. The findings as in figure 4.5 below showed that 10.34% of the respondents were female while 89.66% were male. This study shows that majority of the respondents in this study were male.

Figure 4. 5: Gender of the respondents



Source: Research Data

4.3 Application of e-government by KACC

Respondents were presented with a list of statements categorized into three. The first category was of 19 statements on adoption and integration of e-government, the second category was of 19 statements on the benefits of e-government and the third statement was of 25 statements on the challenges of e-government. The participants were instructed to agree or disagree with each of these statements based on a five-point Likert-scale) where 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly agree).

A mean score of 1.00 – 1.49 means respondents strongly disagree, 1.50 – 2.49 means respondents disagree, 2.5 – 3.49 means respondents are neutral are undecided, 3.50 – 4.49 means respondents agree and 4.50 – 5.00 means that respondents strongly agree with the statements on KACCs adoption of e-government. A standard deviation (SD) of > 1 shows significant variability of responses and that of < 1 slight to non-variability of responses. The researcher thereafter analysed the descriptive statistics of the participants'' responses in the following tables.

Table 4. 1: Adoption and integration of e-government

No	Statement	Mean	SD
1	The level of IT literacy in KACC	3.58	0.733
2	The level of engagement of information technologies in KACC operations	3.29	0.775
3	The level of engagement of mobile technology services in receiving complaints	3.33	1.00
4	The level of engagement of mobile technology services in disseminating information on corruption maters	2.69	1.10
5	Use of internet to interact with the public and other government departments	3.45	0.87
6	Use electronic mail to communicate with the public and other government departments	3.59	0.73
7	Use mobile phones to communicate with the public and other government departments	3.76	0.91
8	Availing and updating the KACC website	4.03	0.82
9	The relevance of the website contents	3.71	1.08
10	Using information from other government websites	3.31	0.89
11	Use other government integrated systems e.g. Integrated Financial Management Systems	2.39	1.13
12	Engaging different ICT solutions	3.07	1.07
13	The extent of electronic interconnectedness amongst and within KACC presence sites	3.66	1.17
14	digitizing hard copies into soft	2.89	1.05
15	The level of internal demand for more ICT solutions	4.00	0.89

16	The capacity of computers vs. establishment	3.41	1.29
17	Automation of internal processes	2.89	1.01
18	Use of ICTs to generally store data	3.38	1.05
19	The training on various technologies	2.52	1.15
	Category average score	**3.313**	**0.985**

Under the category of adoption and integration into the e-government, there were no statements that respondents strongly agreed on. The statements that were agreed on were; "the level of IT literacy in KACC" with a mean of 3.58 (SD=0.733), "use of electronic mail to communicate with the public and other government departments" with a mean of 3.59 (SD=0.73), "use of mobile phones to communicate with the public and other government departments" with a mean of 3.76 (SD=0.91), "availing and updating the KACC website" with a mean of 4.03 (SD=0.82), "the relevance of the website contents" with a mean of 3.71 (SD=1.08), "the extent of electronic interconnectedness amongst and within KACC presence sites" with a mean of 3.66 (SD=1.17) and "the level of internal demand for more ICT solutions" with a mean of 4.00 (SD=0.89).

The respondents were undecided the statements; "level of engagement of mobile technology services in receiving complaints" with a mean of 3.29 (SD=0.775), "level of engagement of mobile technology services in disseminating information on corruption maters" with a mean of 3.33 (SD=1.0), "the level of engagement of mobile technology services in disseminating information on corruption maters" with a mean of 2.69 (SD=1.10), "use of internet to interact with the public and other government departments" with a mean of 3.45 (SD=0.87), "using information from other government websites" with a mean of 3.31 (SD=0.89), "engaging different ICT solutions" with a mean of 3.07 (SD=0.07), "digitizing hard copies into soft" with a mean of 2.89 (SD=0.1.05), "the capacity of computers vs. establishment" with a mean of 3.41

(SD=1.29), “automation of internal processes” with a mean of 2.89 (SD=1.01), “use of ICTs to generally store data” with a mean of 3.38 (SD=1.05) and “the training on various technologies” with a mean of 2.52 (SD=1.15). Respondents only disagreed on the statement “use other government integrated systems e.g. Integrated Financial Management Systems” with a mean of 2.39 (SD=1.13). There were no statements that respondents strongly disagreed on.

Table 4. 2: Benefits of e-government

No	Benefits	Mean	Std dev
1	By the ease of finding information	3.66	1.04
2	By the improvements in service quality	3.31	1.07
3	Through the improved decision making process	3.10	1.11
4	By the currently installed technological capacity	3.24	0.87
5	Being able to access other public records	2.96	1.08
6	Improvements in business processes	2.93	1.03
7	Through access to documents and forms through the document management technologies	2.83	1.14
8	By improved case management	3.07	1.07
9	Through the publics using the anonymous whistleblower system	3.79	0.86
10	On the improvement in work oriented opportunities	3.62	0.94
11	By the transparency in internal and external work activities	3.17	1.04
12	In lowered costs due to engaged ICTs	3.34	0.94
13	By the effectiveness in outputs and work activities	3.28	0.88

14	Through enhanced efficiency in operations	3.28	1.07
15	By the quality of products (investigations, prevention and legal activities	3.31	0.81
16	Through ensuing research on data and information obtained and stored using the current ICT's	3.36	1.09
17	By ease of access by citizen / publics	3.34	0.86
18	Lessened wastage	3.29	1.05
19	Public good will	3.00	0.96
	Category average score	**3.257**	**0.995**

Under the category of the benefits of e-government, there were no statements that respondents strongly agreed on. Further, respondents agreed on the following; "by the ease of finding information" with a mean of 3.66 (SD=1.04), "through the publics using the anonymous whistleblower system" was agreed with a mean of 3.79 (SD=0.86) and "on the improvement in work oriented opportunities" with a mean of 3.62 (SD=0.94).

The respondents were undecided of the following statements; "by the improvements in service quality" with a mean of 3.31 (SD=1.07), " through the improved decision making process" with a mean of 3.10 (SD=1.11), "by the currently installed technological capacity" with a mean of 3.24 (SD=0.87), "being able to access other public records" with a mean of 2.96 (SD=0.1.08), "improvements in business processes" with a mean of 2.93 (SD=1.03), "through access to documents and forms through the document management technologies" with a mean of 2.83 (SD=1.14), "by improved case management" with a mean of 3.07 (SD=1.07), "by the transparency in internal and external work activities" with a mean of 3.17 (SD=1.04), "in lowered costs due to engaged ICTs" with a mean of 3.34 (SD=0.94), "by the effectiveness in outputs and work activities" with a mean of 3.28 (SD=0.88), "through enhanced efficiency in operations" with a mean of 3.28 (SD=1.07), "by the quality of products (investigations, prevention

and legal activities)" with a mean of 3.31 (SD=1.81), "through ensuing research on data and information obtained and stored using the current ICT's" with a mean of 3.36 (SD=1.09), "by ease of access by citizen / publics" with a mean of 3.34 (SD=0.86), "lessened wastage" with a mean of 3.29 (SD=1.05) and "public good will" with a mean of 3.00 (SD=0.96). There were no statements that respondents either disagreed or strongly disagreed on.

Table 4. 3: Challenges of e-government

No	Challenges	Mean	Std dev
1	Absence of demonstration models	3.69	1.19
2	Absence of access models	3.69	1.14
3	Absence of information products for assimilation capacities and needs of the public	3.79	1.32
4	Cost of computers and related accessories being beyond the purchasing power of the publics	3.31	1.26
5	Limited access to the Internet for the publics	3.34	1.17
6	Limited access to the Internet for most public service institutions	3.43	1.11
7	Publics not being able to read and understand most of the Internet content	3.34	0.77
8	Slow motion in modernizing governance policies, regulatory and legislative frameworks	4.38	0.76
9	The slow pace in supportive infrastructure development	4.29	1.27
10	Government websites not creating or having public engagement facilities	4.17	1.17
11	Illiteracy due to large remote areas	4.17	1.11
12	Low proportions of households that have electricity	4.00	0.77
13	Limited local content	3.83	0.76
14	Limited bandwidth e.g. connectivity or low access	3.64	1.07

15	Information and records management systems in the hands of the government and not organized to fit into e-government technologies	4.14	1.14
16	Lack of political will	3.86	1.06
17	Lack of awareness by publics	4.00	1.13
18	Lack of technical and professional support / maintenance	3.45	1.24
19	Lack of basic utilization skills	3.52	1.24
20	Complicated technologies and systems	3.45	1.21
21	Technological security issues	3.52	1.18
22	Lack of standardization of technology and system components	3.38	1.12
23	Lack of commitment by KACC management	3.31	1.04
24	KACC achieving its mandate by the currently implemented internal e-government structures	3.38	1.12
25	KACC achieving its mandate by the currently implemented external e-government structures	3.14	1.09
	Category average score	**3.689**	**1.098**

Under the last category of challenges of e-government, there were no statements that respondents strongly agreed on. The statements that respondents agreed on were; "absence of demonstration models" with a mean of 3.69 (SD=1.19), "absence of access models" with a mean of 3.69 (SD=1.14), "absence of information products for assimilation capacities and needs of the public" with a mean of 3.79 (SD=1.32), "slow motion in mordernising governance policies, regulatory and legislative frameworks" with a mean of 4.38 (SD=0.76), **"**the slow pace in supportive infrastructure development" with a mean of 4.29 (SD=1.27), "government websites not creating or having public

engagement facilities" with a mean of 4.17 (SD=1.17), "illiteracy due to large remote areas" with a mean of 4.17 (SD=1.11), "low proportions of households that have electricity" with a mean of 4.00 (SD=0.77), "limited local content" with a mean of 3.83 (SD=0.76), "limited bandwidth e.g. connectivity or low access" with a mean of 3.64 (SD=1.07), "information and records management systems in the hands of the government and not organized to fit into e-government technologies" with a mean of 4.14 (SD=1.14), "lack of political will" with a mean of 3.86 (SD=1.06), "lack of awareness by publics" with a mean of 4.00 (SD=1.13), "lack of basic utilization skills" with a mean of 3.52 (SD=1.24) and "technological security issues" with a mean of 3.52 (SD=1.18).

The respondents were undecided on the following; "cost of computers and related accessories being beyond the purchasing power of the publics" with a mean of 3.31 (SD=1.26), "limited access to the Internet for the publics" with a mean of 3.34 (SD=1.17), "limited access to the Internet for most public service institutions" with a mean of 3.43 (SD=1.11), "publics not being able to read and understand most of the Internet content" with a mean of 3.34 (SD=0.77), "lack of technical and professional support / maintenance" with a mean of 3.45 (SD=1.24), "complicated technologies and systems" with a mean of 3.45 (SD=1.21), "lack of standardization of technology and system components" with a mean of 3.38 (SD=1.12), "lack of commitment by KACC management" with a mean of 3.31 (SD=1.04), "KACC achieving its mandate by the currently implemented internal e-government structures" with a mean of 3.38 (SD=1.12) and "KACC achieving its mandate by the currently implemented external e-government structures" with a mean of 3.14 (SD=1.09).

Respondent's recommendations on the effectiveness of e-government at KACC

Respondents recommended a top bottom approach policy to ensure fully effective e-government in KACC. They also indicated that the public who are the main clients of the KACC need to be empowered to enable them increase the usage levels of ICT. Further, they recommended that KACC should vigorously strive to make more use of e-government to collaborate and engage with the public. The respondents also added that the KACC should provide more information about the services they provide and offer

through e-government platform, this will ensure accurate quality information to the public and interested parties. The respondents also recommended that the KACC executive management should give full support and commitment to adoption and implementation of e-government.

Percentages of mean aggregates from the statement responses by categories

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total Statements
Number of adoption of e-government mean aggregates	0	1	11	7	0	19
mean aggregates percentages	0.00%	5.26%	57.89%	36.84%	0.00%	100.00%
Number of benefits of e-government mean aggregates	0	0	16	3	0	19
mean aggregates percentages	0.00%	0.00%	84.21%	15.79%	0.00%	100.00%
Number of challenges of e-government mean aggregates	0	0	10	15	0	25
mean aggregates percentages	0.00%	0.00%	40.00%	60.00%	0.00%	100.00%

From the findings a big percentage of the respondents are neutral on statements in all the three categories with 57.89% (11), 84.21% (16) and 40.00% (10) neutral mean aggregates numbers on the categories: adoption and integration of e-government, benefits of e-government and challenges of e-government respectively. This implies that a lot more research needs to be carried out to determine the causes. Further, it could also be an indicator to a number of employees not knowing the requirements and effects of ICTs or e-government on the KACC operations. This can be confirmed by the responses in all the three categories on whether the respondents strongly disagreed, disagreed and strongly agreed that averaged a very low of 1.75% (0.33) mean aggregate number.

Adoption of e-government at KACC scored a mean aggregate of 36.84% (7) while the benefits so far of e-government at KACC scored a mean aggregate of 15.79% (3) and the challenges of e-government scored a mean aggregate of 60.00% (15). The implication is that not much benefit is drawn from the adopted ICTs or e-government and that there are many challenges that need to be addressed on ICTs or e-government matters.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

From the analysis of the data collected, the following discussions, conclusions and recommendations were made. The conclusions and recommendations drawn were focused on addressing the objectives of this study.

5.2 Discussions

The study established the level of adoption and integration, the benefits and challenges of e-government at KACC.

5.2.1 Adoption and integration of e-government in KACC

The first objective of the study was to establish the level of adoption and integration of e-government in KACC. Results indicate that adoption of e-government is moderate with many respondents not sure of the levels at the extreme ends either high adoption or low adoption. However, there is demand for ICTs and e-government within the many functions of KACC. The level of usage of ICTs to engage the external world is above average. The study found that the level of utilization of external integrated ICTs, automation and digitization of internal processes and development of ICT skills are below average.

5.2.2 Benefits of e-government

The second objective of the study was to establish the benefits of e-government. The study revealed that the benefits of e-government have not been appreciated very much by the respondents. KACC has adopted fairly a good collection of ICTs, however, the fairly expressed benefits are in being able to find information, the opportunities created by ICTs at the work place and the available channels of interaction with publics. Most of the respondents were neutral on the benefits of e-government. Given the levels of e-government readiness of KACC from the study, it can only be concluded that many

employees and therefore indeed KACC have not realized the benefits they can draw and accrue from using ICTs or e-government. The expression of the benefits of e-government is moderate whereby many employees appear not to be sure of such benefits. The cost benefit analysis factor at the points of acquisition of the technologies appears to have been sidestepped.

5.2.3 Challenges of e-government

The third and last objective was to evaluate the challenges of e-government. The study uncovers the acknowledgment of many challenges facing the adoption and implementation of e-government at KACC. There are outstanding challenges posed both by internal and external factors. The internal factors that challenge development and utilization of e-government were notes as slowness in developing supportive infrastructure, limited utilization skills, complicated technologies and security. On the other hand external factors that pose challenges in developing and utilizing e-government were noted as absence of demonstration and access models for the publics, the slow pace of modernization of the government organization, public infrastructure, policies and legislative frameworks that would stimulate taking advantage of the technologies, illiteracy levels, and lack of political will.

5.3 Conclusions

The conclusions that can be drawn from this study are that KACC has fairly adopted technology as a means of delivering its mandate and indeed there are demands to further build on the existing capacity. However, the employees and managements largely are not aware of the benefits that pertain to utilizing ICTs. They further seem not to be maximally utilizing the existing capacities. There are many challenges that hinder development and utilization of ICTs and therefore e-government at KACC. These challenges are both internal and external to KACC. Whereas KACC can deal with the internal challenges, the external ones are largely in the hands of the government and other stake holders who develop the technologies and related infrastructure.

5.4 Recommendations

From the study, a number of issues are emerging that require addressing. The following suggestions are therefore recommended:

1. KACC management should initiate a top bottom approach policy on matters to do with ICTs or e-government. ICTs being the backbone for delivery of their mandate, there is demand therefore for a sustainable strategic commitment to utilizing ICTs and e-government. This has to be recognized through technology adoption that must consider cost benefit factors. Continuous review of these benefits is essential to ensure value for money and consideration for future and new technologies.

2. Human resource that is the single most major resource to KACC requires skills development programs targeting technology. This will enable the entire workforce take advantage of the available technology capacities to their maximum.

3. The internal challenges relating to technology adoption require constant addressing. Lobbying for improvement of external challenge factors also requires to be boosted. This will ensure an environment that supports and encourages usage of technology.

5.5 Suggestions for Further Studies

From the study and related conclusions, the researcher recommends further research in the area of factors affecting the adoption of e-government by government departments and agencies. The study should include the perception of government officers on technology. This will bring to fore recommendations that if adopted will ensure complete e-government adoption by government.

5.6 Limitations of the study

As a part time student who needed to balance studies with full time employment, the researcher was not able to undertake an extensive and exhaustive research limiting the

researcher to a small sample with less research time. The researcher was a self-sponsored student relying on savings to progress his studies and therefore there was limitation on financial resources and hence used a sample of 38 respondents whereas there are 270 members of staff working in KACC and in three different towns. There were also challenges of confidentiality give the subject target organization especially during data collection.

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APPENDICES

Appendix I: Letter to Respondents

PATRICK ASHIRUMA ODINGA

P.O. BOX 16595 – 00100 GPO,

NAIROBI.

Dear Sir/Madam,

RE: QUESTIONNAIRE

My name is PATRICK ASHIRUMA ODINGA, a student at University of Nairobi undertaking masters in Business Administration degree. I am conducting a study on "BENEFITS AND CHALLENGES OF E-GOVERNMENT AT THE KENYA ANTI-CORRUPTION COMMISSION

In view of this, I wish to kindly request you to take a few minutes of your busy schedule and complete the attached questionnaire to the best of your knowledge as it applies to yourself. This will provide a better understanding of what services should be provided for the common benefit of the Kenyan citizens

Your participation is greatly appreciated and the information provided will be confidential and used for academic purposes only.

Thank you in advance for your valuable time.

Yours faithfully,

PATRICK ASHIRUMA ODINGA

Appendix II: Questionnaire

SECTION A: General Information

1) What is your position in the KACC?

Information Technology	[ ]
Executive	[ ]
Management	[ ]
Operations	[ ]
Public Relations	[ ]

Others (specify)…….

2) What is your area of specialization?

a.	Legal	[ ]
b.	Law enforcement / Police	[ ]
c.	Infrastructure Projects	[ ]
d.	Land Administration	[ ]
e.	Tax Administration	[ ]
f.	Customs Administration	[ ]
g.	Public Procurement and Contracting	[ ]
h.	Environment	[ ]
i.	Natural Resources	[ ]
j.	Extractive Industry	[ ]
k.	Technology	[ ]
l.	General Administration	[ ]

Others (specify)…….

3) What is your age bracket?

45 and above [ ]

30-45 [ ]

18-30 [ ]

4) How long have you served in this organization?

a. Over 10 years [ ]

b. 5-10 years [ ]

c. 1-5 years [ ]

d. Less than 1 year [ ]

5) What is your gender?

a. Female [ ]

b. Male [ ]

SECTION B: E-government in KACC

6) To what extent has the Kenya Anti-Corruption Commission adopted and integrated into the e-government by? Kindly mark as to the extent of adoption of e-government by KACC using the scale: 1=Strongly Disagree, 2= Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

	1	2	3	4	5
The level of IT literacy in KACC					
The level of engagement of information technologies in KACC operations					
The level of engagement of mobile technology services in receiving complaints					
The level of engagement of mobile technology services in disseminating information on corruption maters					
Use of internet to interact with the public and other government departments					
Use electronic mail to communicate with the public and other government departments					
Use mobile phones to communicate with the public and other government departments					
Availing and updating the KACC website					
The relevance of the website contents					
Using information from other government websites					
Use other government integrated systems e.g. Integrated Financial					

Management Systems					
Engaging different ICT solutions					
The extent of electronic interconnectedness amongst and within KACC presence sites					
digitizing hard copies into soft					
The level of internal demand for more ICT solutions					
The capacity of computers vs establishment					
Automation of internal processes					
Use of ICTs to generally store data					
The training on various technologies					
Others					

SECTION C: Benefits of e-government to KACC

7) To what extent has the Kenya Anti-Corruption Commission benefited from the currently adopted e-government initiatives? Kindly mark as to the extent of benefit from e-government by KACC using the scale: 1=Strongly Disagree, 2= Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

	1	2	3	4	5
By the ease of finding information					
By the improvements in service quality					
Through the improved decision making process					
By the currently installed technological capacity					
Being able to access other public records					
Improvements in business processes					
Through access to documents and forms through the document management technologies					
By improved case management					
Through the publics using the anonymous whistleblower system					
On the improvement in work oriented opportunities					
By the transparency in internal and external work activities					
In lowered costs due to engaged ICTs					
By the effectiveness in outputs and work activities					
Through enhanced efficiency in operations					

By the quality of products (investigations, prevention and legal activities					
Through ensuing research on data and information obtained and stored using the current ICT's					
By ease of access by citizen / publics					
Lessened wastage					
Public good will					
Others					

SECTION D: Challenges of e-government in KACC

8) In order to have an effective way of fighting corruption in Kenya, there is growing need to develop e-government technologies that will give KACC access to data and information that is much needed to program its activities. Kindly mark as to the extent challenges of e-government programs affect deliverables by KACC using the scale: 1=Strongly Disagree, 2= Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

	1	2	3	4	5
Absence of demonstration models					
Absence of access models					
Absence of information products for assimilation capacities and needs of the public					
Cost of computers and related accessories being beyond the purchasing power of the publics					
Limited access to the Internet for the publics					
Limited access to the Internet for most public service institutions					
Publics not being able to read and understand most of the Internet content					
Slow motion in modernizing governance policies, regulatory and legislative frameworks					
The slow pace in supportive infrastructure development					
Government websites not creating or having public engagement facilities					

Illiteracy due to large remote areas					
Low proportions of households that have electricity					
Limited local content					
Limited bandwidth e.g. connectivity or low access					
Information and records management systems in the hands of the government and not organized to fit into e-government technologies					
Lack of political will					
Lack of awareness by publics					
Lack of technical and professional support / maintenance					
Lack of basic utilization skills					
Complicated technologies and systems					
Technological security issues					
Lack of standardization of technology and system components					
Lack of commitment by KACC management					
KACC achieving its mandate by the currently implemented internal e-government structures					
KACC achieving its mandate by the currently implemented external e-government structures					
Others					

9) What are your recommendations or comments concerning the effectiveness of e-governance on KACC's mandate?

……

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……

……

Thank you!