EFFECTS OF ICT ON IMMIGRATION SERVICE DELIVERY IN BORDER TOWNS IN KENYA.

(A Case Study Of Isebania And Busia Border Control Points)

BY

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D53/CTY/PT/24314/2011

A Research Project Submitted in Partial Fulfilment of the Requirements for the Award of the Degree of Master OF Business Administration (Management Information Systems) in the School Of Business, Kenyatta University.

JUNE, 2013.
DECLARATION

This research project is my own original work and to the best of my knowledge has not been presented to any other university for the award of diploma or degree.

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DEDICATION

I dedicate this research work to my Loving Dad who has been an outstanding educator, my loving daughter, my sisters and my entire family for their understanding support and prayers as I undertook the MBA course.
ACKNOWLEDGEMENT

I wish to convey my sincere and special gratitude to the Almighty God for good health, well being he gave me and the opportunity to undertake the MBA course.

To my supervisor Mr. S. Bett, for his dedicated support and guidance, and to the management of Kenyatta University for admitting me to the MBA programme and for allowing me to use their facilities. To My Dad and siblings for their moral, spiritual, and financial support. Finally, to all my colleagues and friends for their constructive and encouraging contribution.
# ABBREVIATIONS AND ACRONYMS

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<tr>
<td>BCP</td>
<td>Border Control Points</td>
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<tr>
<td>BM</td>
<td>Border Management</td>
</tr>
<tr>
<td>DOD</td>
<td>Department of Defence</td>
</tr>
<tr>
<td>DRA</td>
<td>Department of Refugee Affairs</td>
</tr>
<tr>
<td>IS</td>
<td>Information Systems</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
</tr>
<tr>
<td>ISPC</td>
<td>Integrated Settlement Planning Consortium</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>IOM</td>
<td>International Organization for Migration</td>
</tr>
<tr>
<td>KRA</td>
<td>Kenya Revenue Authority</td>
</tr>
<tr>
<td>MIRP</td>
<td>Ministry of Immigration and Registration of Persons</td>
</tr>
<tr>
<td>NSIS</td>
<td>National Security Intelligence Service</td>
</tr>
<tr>
<td>PNM</td>
<td>Passenger Name Records</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
</tr>
<tr>
<td>TIP</td>
<td>Trafficking in Persons</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
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DEFINITIONS OF TERMS

**Border Management** consists of the verification of people, vehicles and goods at regulated land or maritime check points to determine if their movement is authorised. This involves identity checks and searches against various databases of known individuals that should be apprehended or denied entry to the territory along with advanced analytical techniques to identify those high risk people, goods and vehicles.

**Biometric identifiers** means any type of information/data record that encodes a representation of a person’s unique biological make up, like photograph, fingerprint, iris scan, DNA, etc.

**Border control** means all activities related to State’s regulation of the entry and exit of persons to/from its territory in the exercise of its sovereignty.

**Border Control Points** means those facilities, where immigration controls are carried out in compliance with national legislation.

**Ports of Entry/Exit** means any crossing-point – at land, sea or air – authorized by the competent authorities for crossing the national borders.

**Prohibited Immigrant** means any foreigner who should be denied entry into Kenya or who may/should be arrested upon arrival.

**Service** This is the application (Through deeds, processes and performances) of specialized operant resources (knowledge and skills) for the benefit of another entity or the entity itself. The emphasis is thus on the process of doing something for and with another entity in order to create value. It represents the common denominator of all exchange processes, and goods become mere vehicles for the application of service provision; service is what is always exchanged (Barile and Polese, 2010).

**Service Delivery** A system made up of multiple, interdependent service processes (Johnston and Clark, 2001).
ABSTRACT

This research project investigated ICTs and its effects on Immigration service delivery in Isebania and Busia Border Control Points in Kenya. Control duties at state borders include tasks connected with various aspects of border security breaches such as prevention of smuggling of goods, narcotics, arms and persons across borders and strengthening of control due to threats of International Terrorism. Suppression of these requires a wide spectrum of strict control mechanisms. Thus, ICTs seeks to respond effectively to the seemingly competing demands of facilitating mobility while better managing the risks associated with cross border travel. This research project therefore investigated the effects of ICTs with the objective to establish the extent to which factors in the available literature influenced service delivery in Isebania and Busia Border Control Points. The study adopted descriptive research design with a target population 185 employees working in different agencies working at Isebania and Busia borders in Kenya. A sample population of 20 respondents was obtained using stratified random sampling method. Data was collected using semi-structured questionnaire which was administered by dropping to the respondents and picking later. The data collected was analyzed using both qualitative techniques including content analysis and quantitative techniques (especially descriptive statistics and regression analysis as the inferential statistics with the aid of the SPSS package). The report is presented in terms of tables. The results of the study show that the use of ICT promotes service delivery. It also found that Border security can be greatly enhanced when ICT is employed. It was established that ICT can be used in records management. The results further led to the conclusion that ICT promotes the technical development and interaction that is needed for more effectively sharing information, identifying risks and efficient service delivery. The study also concludes that Inter agency cooperation can deliver efficient service delivery. Lastly the study concludes that records management is becoming increasingly dependent on technology. The study recommends that In order to maintain security, comprehensive policies and administrative structures need to be developed. Other agencies which do not have ICT systems like the border police should be provided with ICT facilities and training. More studies need to be carried out in this area especially to investigate the effects of a common regulatory control distributed across multiple agencies at the border on service delivery.
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CHAPTER ONE:
INTRODUCTION

This Chapter is an introductory chapter on the effects of ICT on immigration services in Isebania and Busia border control points. The chapter discusses the background to the study, problem statement, purpose of the study, objectives of the study, research questions, and justification of the study as well as the significance of the study.

1.1 Background to the Study
The term 'border' is intimately linked with the Westphalian concept of sovereignty. In the case of Europe, borders have shaped the modern nation state and were used during the 19th and 20th centuries as a 'map for effective power' of European colonial empires (Anderson and Bort 2001). At the time, borders were at the heart of interstate conflicts and could be challenged by other nation states. Border Control Points (BCP) are the first and last points of entry and exit in any country. These include land border points, seaports and international Airports that link the country to the world. The control points are multi sectored establishments on national boundaries and entry/exit points designed and gazette to regulate movement of people and goods. Various acts of parliament and subsidiary legislations outline the mandate of respective agencies represented at Border Control Points.

Border management may be defined as all legal and administrative efforts a sovereign state takes to secure, safeguard and enhance the sovereignty, security, safety and integrity of its territory. Border management therefore is a key element in a national migration policy system. According to (Hills, 2006) Boder Management (BM) concerns the administration of borders and more precisely the rules, techniques and procedures regulating activities and traffic across defined border areas or zones. It is defined in terms of border checks and border surveillance; border checks on people, their possessions and vehicles are carried out at authorized crossing points, while surveillance is carried out between authorized crossing points. Currently, global border management is increasingly under threat from increased use of fraudulent travel documents, trans-national crimes, among them, smuggling and trafficking in persons, terrorism, drug trafficking, trafficking in small arms, money laundering and recently piracy. In addition, border
porosity, increased refugee cross border movements and weak enforcement remain major border management operational challenges. Transnational crimes are perpetrated by persons crossing international borders either by air, on land or by sea. Consequently, an effective border management Information System should strengthen border management and enhance the capacity to detect and intercept *mala fide* travelers and efficiently facilitate the free movement of *bona fide* travelers. There is need, therefore to strengthen and standardize border operations in an attempt to diminish the potential for illegal entry and to counter trans-national crimes. It is worth noting that a State has the right to determine whoever it allows to enter or depart from its territory and under what conditions. A State can deny entry or expel from its territory any person who has no authorization to enter or remain in its territory.

Information and Technology are the centerpieces of the emergence of a new border architecture that seeks to respond effectively to the seemingly competing demands of facilitating mobility while better managing the risks associated with cross border travel. The challenge of managing ports of entry has grown spurring the creation and development of automated screening technologies, integrated databases to give Immigration officials access to law enforcement information and monitor entries and exits and systems to collect more data on travelers. These systems aim to provide more intense screening and to facilitate international trade and movement of people leveraging new technologies to accomplish both goals. Information about passengers travelling between borders is being exchanged via computerized systems. Data from passenger name records (PNR) is increasingly exchanged automatically between immigration systems in countries to help the smart borders process (Hosein, 2005; Lyon, 2006).

1.1.1 Profile of Immigration Department.

The Ministry of State for Immigration and Registration of Persons (MIRP) was created in February 2005 following the re-organization of Government through the Presidential Circular Number 1 of 2005. The Ministry draws its functions from the mandates of its four departments namely Immigration, National Registration Bureau (NRB), Civil Registration Department (CRD) and the Department of Refuge Affairs (DRA). Immigration Department derives its mandate from The Kenya Constitution, the Kenya Citizenship Act, the Immigration Act and the Aliens
Restriction Act Laws of Kenya. The department is also guided by the Visa Regulations and international conventions e.g. Geneva Convention that Kenya is a signatory to.

Immigration is a security arm of the Government as well as a service department, charged with the responsibility of controlling entry and exit of persons seeking to live temporarily or permanently in Kenya. In discharging its functions under the Medium Time Plan of Vision 2030 framework of “security of all persons and property throughout the Republic”, the department contributes towards security, national development and poverty reduction. The control of entry of foreigners into the country dates back to the introduction of what was called the Immigration Restriction Ordinance of 1906 that was force until 1940. Immigration was further restricted by the Defence regulation (admission of women and children) of 1940. The 1906 Ordinance and the others in 1940, 1944, 1948 and 1956 imposed restrictions on persons who wished to travel to Kenya for permanent settlement. The immigration ordinance of 1948 formed the basis of the present day Immigration Department after it was carved out of the Police Department in 1950. The Immigration Ordinances were later revised in 1962 and 1964 when the latter was renamed the Immigration Act. 1964. The current operational law on Immigration in Kenya came into force on December 1, 1967 when the Immigration Act of 1964 was revised and a new immigration Act 1967 Cap. 172 Laws of Kenya enacted. (MIRP, 2008).

The Government recognizes that in the current global dispensation on Border Control Points management emphasis is geared more towards facilitation of trade and movement of persons rather than controls. This however should not compromise the security and sovereignty of State. Indeed, in recent cases, it has been noted that Border Controls have been conduits for counterfeit goods, arms and illegal immigrants including terrorists. There is need therefore to refocus energies in ensuring that borders are systematically developed, operated and co-ordinate effectively in order to facilitate trade and cross border movement while ensuring that adequate security considerations are in place. The Personal Identification Secure Comparison and Evaluation System (PISCES), a computerized database management system with the ability to identify and intercept known criminals and terrorists and track suspicious travelers has been upgraded with the support of development partners. In recognition of the fact that Kenya is regarded as a target, source, transit and destination point for TIP (trafficking in persons), the department has put in place measures to deal with the menace including increased patrols by
immigration officers, vetting immigrants at border points by committees composed of trained officers, arresting, detaining and repatriating illegal immigrants is however already proving to be an expensive venture. (Kenya Immigration Research department report, 2007).

Kenya borders Uganda to the West, Sudan to the North West, Ethiopia to the North, Somalia to the East, Tanzania to the South, and the Indian Ocean. Along the International Border, there are several designated/gazette ports of entry and exit within the country (See attached map- Figure 1). The BCPs provide key services to movement of people and goods ranging from local products to transit goods imported through the ports of Mombasa and Dar-es-Salaam. In setting up BCPs the Government places considerations on security, trade volume and human flow and the existing twenty nine (29) recognized operational BCPs located in various points along the 3500 km international borderline were established on the basis of one or more of the above considerations.

1.1.2 Scope of Isebania and Busia Borders

Isebania border control is a BCP bordering with Tanzania and situated along Kisii- Migori road which is approximately 120 km from Kisii town. There is easy accessibility through a fairly good condition road. While, Busia Border Control is situated in western Kenya and borders Uganda. It is approximately 135 km from Kisumu. It is the second busiest BCP when it comes to human flow and trade volume See Table 1. (Kenya Immigration Research department report, 2007).
Figure 1

KENYA IMMIGRATION EXISTING AND PROPOSED CONTROL POINTS

KEY

Regional Offices (3 No.)
Sub-Regional Offices (3 No.)
Existing Border Controls (14 No.)
Existing Sea Ports (5 No.)
Proposed Controls (20 No.)
Airports (7 No.)
Table 1.

CRITERIA FOR RANKING OF BORDER POSTS.

<table>
<thead>
<tr>
<th>BORDER</th>
<th>HUMAN TRAFFIC FLOW BY IMMIGRATION DEPT</th>
<th>ECONOMIC VALUES BY KRA</th>
<th>VEHICLE TRAFFIC BY TRAFFIC POLICE</th>
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<tbody>
<tr>
<td></td>
<td>Departures</td>
<td>Arrivals</td>
<td>Revenue</td>
</tr>
<tr>
<td>Namanga</td>
<td>154,000</td>
<td>170,000</td>
<td>672,740,062</td>
</tr>
<tr>
<td>Busia</td>
<td>170,000</td>
<td>130,000</td>
<td>179,865,799</td>
</tr>
<tr>
<td>Malaba</td>
<td>81,000</td>
<td>77,000</td>
<td>156,377,905</td>
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<tr>
<td>Isebania</td>
<td>44,000</td>
<td>44,000</td>
<td>119,133,226</td>
</tr>
<tr>
<td>Lunga</td>
<td>38,000</td>
<td>41,000</td>
<td>46,227,189.95</td>
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<tr>
<td>Taveta</td>
<td>14,200</td>
<td>12,000</td>
<td>41,341,382.15</td>
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<td>Lokichoggio</td>
<td>7,600</td>
<td>11,000</td>
<td>27,491,119</td>
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<tr>
<td>Lwakhakha</td>
<td>3,300</td>
<td>4,200</td>
<td>3,767,521</td>
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<tr>
<td>Loitokitok</td>
<td>2,200</td>
<td>2,500</td>
<td>8,293,606</td>
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<tr>
<td>Liboi</td>
<td>2,100</td>
<td>2,500</td>
<td>10,217,528</td>
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<tr>
<td>Moyale</td>
<td>1,100</td>
<td>2,400</td>
<td>48,905,269</td>
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<tr>
<td>Shimoni</td>
<td>550</td>
<td>1,350</td>
<td>3,934,099</td>
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<tr>
<td>Suam</td>
<td>240</td>
<td>450</td>
<td>3,506,440</td>
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<tr>
<td>Mandera</td>
<td>150</td>
<td>300</td>
<td>11,187,848</td>
</tr>
<tr>
<td>Kiunga</td>
<td>-</td>
<td>-</td>
<td>222,680</td>
</tr>
</tbody>
</table>

Source: (Kenya Immigration Research department report, 2007).
Isebania and Busia BCPs are headed by Principle Immigration Officer (P.I.O) who is situated at the Kisumu Immigration Office. Each BCP is headed by Chief Immigration Officer (C.I.O) who is situated at the BCPs respectively. Under the C.I.O is Senior Immigration Officer (S.I.O) followed by Immigration Officer 1 (I.O.1) and Immigration Officer 11 (I.O.11) being the lowest rank. This is shown in the structure below.

Table 2.
1.2 STATEMENT OF THE PROBLEM

The country’s ICT infrastructure at the border control points does not meet international standards and therefore modernization and improvement is necessary for the control points to play their key role in trade facilitation and cross-border movement of persons.

Each service at a border crossing uses its own equipment. Approach of common use of equipment contributes to a more efficient work of border services, heightens their optimal work and decreases cost. Introduction of mutually connected and compatible information systems would facilitate more efficient performance of duties of border services.

There is no connection between information systems of border services. The Kenyan border control points (BCPs), as currently constituted operate without a coordinating agency. The-agency liaison lacks clear coordination and leadership for proper management and development of physical facilities, as individual government agencies represented at the BCPs plan for their development activities. In addition, there is no mechanism for harmonization of joint border patrols, inter-agency information sharing, training and planning.

New technology is making significant contributions to improving government programmes and services and achieving development goals. However, records management is not being given the attention it requires in the transition to the electronic environment. In too many cases, ICT systems are introduced without the essential processes and controls for the capture, long-term safeguarding and accessibility of electronic records. At a more fundamental level, little connection is being made between the need for a reliable evidentiary base and the drive to develop national ICT infrastructure, e-Government capacity and online access to information and services, in relation to development and poverty reduction. The essential underpinning of reliable and accurate information that modern records management systems provide is not in place.
1.3 OBJECTIVES OF THE STUDY

1.3.1 General Objective

The study investigated the effects of ICT on immigration service delivery in Isebania and Busia border points.

1.3.2 Specific Objectives:

(i) To find out how ICT has influenced security management practices in Isebania and Busia border points.
(ii) To establish the extent to which ICT has affected inter-agency cooperation in Isebania and Busia border points.
(iii) To determine the effects of ICT on border controls of persons in Isebania and Busia border points.
(iv) To examine the relationship between ICT and immigration records management in Isebania and Busia border points.

1.3.3 Research Questions:

(i) How does ICT influence border security management practices in Isebania and Busia border points?
(ii) To what extent has ICT affected Inter-Agency cooperation in Isebania and Busia border points?
(iii) What are the effects of ICT on border controls of persons in Isebania and Busia border points?
(iv) What is the relationship between ICT and immigration records management in Isebania and Busia border points?
1.4 SIGNIFICANCE OF THE STUDY

The study findings will be significant to the MIRP especially the immigration department as the lead agency of BCPs, because it has the objective to bring about proper coordination and harmonization of border operations and improvement of existing border control points facilities. Information Systems promotes the interaction that is needed for more effectively sharing information and identifying risks. Closer national, regional and international collaboration among government agencies and the international coordination of agencies can be achieved through the use of technology and systems that share and link information. In addition, bilateral, regional and multilateral agreements that facilitate policies and strategies for collaborating, sharing information and developing interoperable systems are promoted by Information and Communication Technologies.

The study findings will also be significant to the government and top management of Immigration department as well as policy implementing bodies to realize the power of ICT to avail and improve service delivery and policy to Kenyan Citizens and foreign nationals. Furthermore, the study findings will be significant to other researchers studying immigration related topics.

This study is also significant to other stakeholders including the police, National Security Intelligence Service (NSIS), and Department of Defence (DOD). When information is integrated across the border management operations, border management agencies can become intelligence-driven. Existing technologies and working methods enable the rapid conversion of structured and unstructured data into the actionable intelligence needed to analyze potential threats and proactively communicate alerts to the staff engaged in enforcement activities.

The timely and effective processing of clearance and interoperability of border operations is difficult to achieve with traditional databases and database queries. It requires a vast amount of data to be analyzed and executed within minutes. The range of available data may also be erroneous (for example, names misspelt or self-supplied incomplete data), non-specific (for example, multiple common or similar names) and lack international standards (for example, what is required in one country may not be required in another).
1.6 Scope of Study

The study investigated the effects of ICT on immigration services in Kenya. Data was gathered from two BCPs in Kenya. This targeted Isebania Border Control and Busia Border Control. The study was designed to cover all aspects of ICT and service delivery.

1.7 Limitations

**Cost** - the expense in preparing and carrying out research was high. Costs were incurred in producing the paper for questionnaires. Due to inadequate resources the researcher encountered financial constrains.

**Time Consuming** – Carrying out the study was time consuming. To be done correctly primary data collection required the development and execution of a research plan. Going from the start-point of deciding to undertake a research project to the end-point to having results is often much longer than the time it takes to acquire secondary data. Due to short time frame the researcher carried out research two border points only.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction to Literature Review

The previous chapter introduced the reader to the study. This chapter reviews the literature relating to this study. Marshall and Rossman (2006) explain that a literature review is a “thoughtful and logical discussion of related literature which builds a logical framework for the research and locates it within a tradition of enquiry and context of related studies”. The literature review covers related studies in border security, interagency coordination, border control and records management. The literature review also relates proper records management to the improvement of service delivery since proper records keeping improves business administration in any organization.

2.2 Theoretical Framework

2.2.1 Service Delivery

Service delivery involves a comparison of expectations with performance. An improvement of the service delivery can attract more customers and retain a good public image of a firm. More precisely, customer satisfaction is necessary to build a good public image of an organization. The identification of service delivery with customer satisfaction has increased over time. The customers usually evaluate the service provider or agent depending on the effectiveness and quality of service delivery. These events create a particular image of the service provider in the mind of the customers of these services. Poor service delivery leads to loss of trust in the service provider especially in the public offices where the service is not available elsewhere. When services in public offices are not as per the customers’ expectations, the citizens are disappointed and loss trusts in the Government of the day. This therefore demands for reliable, effective and efficient service delivery in public offices such as Immigration Department. Actually, the public offices that deliver service directly to the citizens are the most important to those people. However, citizens in developing countries perceive instructions in delivering public service as very incapable of delivering quality services and unaccountable (Cuomo; Kasem 2011).
According to Gummeson (1994), to effectively tackle the service delivery in public offices, it is important to first understand that adopting a systems-approach gives a better picture of a service system. This portrays service system as a core business process made up of sub-processes and as part of the organization. In short, service delivery system is regarded as whole as a service context. In the Systems Approach Theory, service delivery largely depends on the organizational environment within which it operates. Service delivery is the key factor that makes difference in how well public offices serve people.

The systems approach theory helps to understand the service delivery system from the point of service providers' environment. From this point of view, factors such as of organizational environment variables like border security, inter-agency cooperation, border controls and records management become vocal in service delivery. The systems approach thus views the organization, in this case service provider, as a unified, purposeful system composed of interrelated parts. In fact, the theory considers the organization as a whole and as a part of the larger, external environment. In this approach, flow is a key concept and plays a very important role. There are flows of information, services and energy (including human energy). According to the theory, the flows enter the system as input in terms of goods and services. The main components of a system are people (including service employees), structure and processes. These components work together to produce a good or service. (Stoner, 2000).

The main consideration in this approach is that the service providers take inputs from the external environment (customers) and transform them into goods or services. This consideration justifies the use of ICT in border security, inter-agency cooperation, border control, and records management as the most important factors which affect service delivery. Border security, inter-agency cooperation, border control, and records management correspond to inputs and systems and process correspond to conversion process of the system approach where service is the output. This study proposes that border security, inter-agency cooperation, border control, and records management (Independent variables) affect service delivery (Dependent Variables). This makes this theory a very useful approach to this study (Kasem, 2011).

According to Parasuraman et al (1985), the Gap Analysis Model defines the measures used to measure the service delivery, and examines the determinants that characterize the service quality. The theory indicates that service quality evolutions involve valuations of the process of service
delivery. According to this model, the main dimensions of service quality are; security, understanding and tangibles. These have been refined into five dimensions of service delivery; tangibles, empathy, assurance, responsiveness and reliability. The new dimensions are relative to customer expectations when measuring consumer perceptions. The theory shows that quality is performance-based and more accurately measured with perceptions as the reference point rather than expectations. The model claims that the quality of a service is evaluated as the outcome of the difference (gap) between expected and perceived service.

The model identifies five gaps that cause poor service delivery. Gap 1 (The management perception gap) states that management perceives the quality expectations inaccurately. Manager’s perceptions of customer’s expectations may be different from actual customer’s needs and desires. Gap 2 (The quality specification gap) states that divergences in service quality specifications might signify that, even if customer needs are known, they may not be translated into appropriate service specifications. Gap 3 (The service delivery gap) is the service performance gap and denotes that quality specifications are not met by the performance in the service production and delivery process. Gap 4 (The market communication gap) which indicates that promises given by market communication activities are not consistent with the service delivered. Lastly, Gap 5 (The perceived service quality gap) results when the perceived service falls short of the expectation of customer’s service quality scores (Q) can be measured by subtracting the customer’s perception score (P) from the customer’s expectation score (E). These five quality gaps are the result of inconsistencies in the service delivery management process (Zeithaml et al. 1990)

This theory gives a clear direction on the basics of measuring service through service reliability by giving the main consideration to arriving at more concise measurement variables. It is very useful in this study for it assists in determining the service delivery at Immigration Department can be measured using the perceived (according to the respondents’ opinions). The study will therefore be able to relate the independent variable to the dependent variable effectively.
2.2.2 Border Security

Game theory provides a sound mathematical approach to deploy limited security resources to maximize their effectiveness. A typical approach is to randomize security schedules to avoid predictability with the randomization using Artificial Intelligence techniques to take into account the importance of different targets and potential adversary reactions. The multi-polar world order gradually emerging (with some disruption) can be perceived as unstable, conflict-causing and composed of random coalitions. The previous political system resembled a traditional game of draughts, where two players had the same pieces and sets of moves. Within the new world order states' strategies more often seek to eliminate territorial borders, add or remove players, provide new roles and new tactics and therefore new inconsistencies are appearing. A new game is emerging which Urlich Beck calls the 'metagame', where those players who play only with national cards lose. However, the new flexibility of tactics and hierarchy of preferences has been slow to penetrate longstanding territorial and border conflicts, where old strategies and preferences perpetuate. Territorial claims are based on the location of a border.

Countries define their borders according to their security perceptions and discourses, which 'no longer distinguish between internal and external security'; and include energy, human rights, migration or organized crime issues (Anderson and Bort 2001). In order to deal with these security threats and its new external border, Kenya has recently oriented its action towards border management (BM). Border management may be defined as all legal and administrative efforts a sovereign state takes to secure, safeguard and enhance the sovereignty, security, safety and integrity of its territory. Approaches to border management have been and will continue to be influenced by security concerns. An important aspect of border management is the issue and use of international standard travel document through a transparent issuance system. The provision and use of credible travel documents supports efforts to make cross border movements faster, secure and easier for travelers.

Immigration and border security are the first line of defence against terrorists and illegal immigrants and contributes largely to National security. According to (IOM, 2010) National security is the requirement to maintain the survival of the state through the use of economic, military and political power and the exercise of diplomacy. Security threats involve not only
conventional foes such as other nation-states, but also non-state actors such as narcotic cartels, multinational corporations and non-governmental organizations. A limiting factor in national security is unavailability of adequate ICT equipment at ports of entry such as computers, document verification machines which slows down the process of screening immigrants. This is also compounded by a developed communication and information management systems, poor staff development and inadequate funding for the department. The long distance between ports of entry and the extended porous border line with Somalia and coast line makes monitoring and tracking of entry of illegal aliens difficult.

The border-security mission of preventing illegal drug smuggling contributes to the broader goals outlined in the National Drug Control Strategy (ONDCP, 2009): stopping initiation, reducing drug abuse and addiction and disrupting the market for illegal drugs. Achieving these national goals requires a breadth of functions that include treatment, prevention, domestic enforcement, and source-country control in addition to border security. As a result, executing the national drug-control policy requires coordination among numerous government agencies. Forging of foreign documents and visas and illegal issuance of immigration documents to immigrants by some staff without following the required procedures undermines state security. These continue to expose Kenya’s national security and make it a potential target of criminals who exploit immigrants, terrorist organizations and human traffickers and smugglers. The creation of forged or altered identity documents such as birth certificates, marriage certificates, and employment and education reports (including the results of language tests) is increasing. Given the ease with which high quality supporting documentation can be produced on widely available technology, this must also be a source of growing concern. (KACC, 2006)

The US Department of State’s Trafficking in Persons (TIP) report 2010 describes Kenya as a source, transit, and destination country for men, women, and children trafficked for the purposes of forced labour and sexual exploitation. The report ranks Kenya as a Tier 2 country, among governments that are making significant efforts to meet the minimum standards of the Trafficking Victims Protection Act of 2000, which states that the purpose of combating human trafficking is to punish traffickers, to protect victims, and to prevent trafficking from occurring.
2.2.3 Inter-Agency Cooperation

Within the context of this project, the term integrated service delivery refers to any model of delivering programs and services to clients wherein two or more organizations collaborate by coordinating their knowledge, skills, and service delivery goals. Integrated service delivery can be as simple as sharing information between agencies or as complex as joint programming or co-location. The purpose of this approach is to improve efficiency and effectiveness in service delivery, to the benefit of clients and front-line workers alike. Service integration can be described as a mixture of strategies pursued to achieve a better delivery of services, whether these are operational changes at the frontline level or behind-the-scenes administrative changes (Ragan, 2003).

Coordinated Border Management concept is used in this study to serve as a theoretical view. It focuses on the institutional (intra-service and inter-service) and some operational (international) arrangements on the border developed in different countries as a part of CBM implementation strategy. The major regulators of this complex environment are border agencies that have specific mandates and roles, such as revenue assurance, migration, phytosanitary, radiological, transport, ecological and food safety controls. Many of these agencies are also subject to various pressures, such as financial and staffing limitations, problems of intra-agency and inter-agency cooperation and information exchange, non-transparent legislation, increasing procedural requirements, revenue pressure, and rising demands from the private sector (Doyle 2011, p. 12)

Another stakeholder active in developing the CBM concept is the OSCE. In December 2005, the OSCE Ministerial Council adopted the OSCE Border Security and Management Concept which has become a stepping stone for the CBM. In particular, the OSCE prefers using the term ‘Comprehensive Border Management’ which entails a whole-of-government approach to the border issue. The key idea in this concept is concentrated on the need for cooperation among the agencies in a highly complex and interconnected environment. Apart from analyzing the factors influencing the border environment, the OSCE follows the notion of three possible levels of cooperation: coordination, collaboration and integration. In a similar vein, in the Discussion Document for Managers and Front-Line Staff on Better Joining Horizontal and Vertical, the
authors distinguish between co-existence, communication, cooperation, coordination and collaboration, where collaboration entails a ‘more intensive process, sometimes involving a formal partnership’ while cooperation involves ‘more formalized meetings and exchanges of information so that the organizations involved can achieve their respective goals more effectively’. In general, Figure 1 provides guidelines on different ways of working together: from informal, including almost no sharing of information and resources, to formal, where staff members work in one team (Institute of Policy Studies 2008, p. 14).

Figure 2.1: Continuum of inter-governmental integration

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Co-existence</th>
<th>Communication</th>
<th>Cooperation</th>
<th>Coordination</th>
<th>Collaboration</th>
</tr>
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<tbody>
<tr>
<td>Description</td>
<td>Informal</td>
<td>Informal</td>
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<td>Formality</td>
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</tr>
<tr>
<td>Relationship</td>
<td>Self-Reliance</td>
<td>Shared Info</td>
<td>Shared Res</td>
<td>Shared Work</td>
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<tr>
<td>Characteristic</td>
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According to this continuum of inter-governmental integration, there are different degrees of relationships between the governmental agencies.
2.2.4 Border Control

Regular duties in controlling the state borders relate to persons, transport means, and goods, which entails control at border crossings, prevention of uncontrolled entrance cross the borders, including the issues related to seeking asylum, and treatment of arrested persons without documents, in accordance with international charters and conventions. Control duties at state borders include tasks connected with various aspects of border security breaches, such as: prevention of smuggling of goods, narcotics, arms, and persons across borders, danger of spreading diseases infectious to people, animals and plants, strengthened control due to threats of international terrorism, protection of the unlawful interference in the operation of the equipment, and others. Suppression of those requires a wide spectrum of strict control mechanisms. On the other hand, increase of scope in international trade, tourism, cultural and educational exchanges require more open borders. Therefore, border services have to create a balance between strict controls and completely open borders, and close co-operation of various services can contribute to creation of such a balance.

According to Dunleavy et al. (2006) "the ability to control entry to and exit from a territory is one of the critical defining features of a state". Thus governments seek to develop borders and border controls for a variety of reasons including economic, political and military concerns. The ways in which they do this varies over time as differing pressures and concerns come to the fore. For example, the introduction of the Schengen aquis has led to a much looser sense of borders within Europe to facilitate travel and trade, whilst simultaneously strengthening the borders to Europe (Andreas, 2003). In North America, the opening up of borders through NAFTA has been countered by security concerns and the creation of the Department of Homeland Security with explicit border control responsibilities following the terrorist attacks of 11 September 2001 (Salter, 2004).

As pressure grows on states to process ever growing numbers of genuine travelers into and out of their territory, while at the same time combating transnational criminality including people smuggling and trafficking in persons, nations are becoming aware of the need to turn to technology in order to help shape their response to these challenges. The introduction of a well designed Border Management Information System (BMIS) is the obvious answer to these issues.
BMIS are IT-based solutions designed to record passenger movements more accurately, contribute significantly to the collection and processing of reliable and timely strategic and timely migration data, assist in the formulation of strategic and tactical intelligence to inform proactive migration policies; and provide functionality such as watch listing, support to visa issuance, document fraud detection, biometric collection and the use of Advanced Passenger Information (API) for automated risk analysis, pre-arrival processing and screening and intelligence development.

Although open borders mean that some traffic may not need to pass through a border station, such borders do not eliminate control. Rather, open borders presuppose that most border station users—generally people crossing the border—will be compliant, in the first place because compliance is proved to be high throughout the society, and in the second place because people expect the cost of noncompliance to far exceed the benefits from minor fraud. Random or targeted checks, immediate or downstream, are not systematic and do not delay other vehicles. Where borders are kept open, control over the borderline between two border stations becomes as important as control at the border station. Customs, immigration, and other control agencies have the ability to operate downstream inside a country and to investigate, detect, and prosecute violations related to illegal border crossing. Although the open border cannot be introduced at once at every border and in every country, it ideally exemplifies modern border management.

Border control authorities can address those challenges through the adoption and application of equipment and systems based on information and communication technologies (ICT) and streamlined procedures, making border crossing procedures, including immigration clearance, customs control and other necessary border inspections efficient and effective, yet less resource-consuming. Technology for the control of people, vehicles, and goods is constantly being developed and has boosted the efficiency of border agencies, allowing fewer officials to do better work and to do it more rapidly. But technology cannot replace well trained officers. Efficiency also requires a motivated staff, suitable working principles, adjustments to the environment, and usually new control standards. In many cases, expensive equipment provided by donors—who sometimes did not have it installed on such a scale in their own countries—was rapidly shelved when results did not meet exaggerated expectations.
2.2.5 Records Management

According to Kemoni and Ngulube (2008), records management is defined as the unit of the organization assigned with the function of managing records in order to ensure that the organization is able to comply with business operational needs, meet community needs and properly account to the citizens. Electronic records refer to records that are dependable on relevant machines for access or reading that is computer hardware and software such as e-mails, database and word processing (Tafor 2003). At the technical level, planning for records management functionality in ICT systems involves addressing issues in the broad areas of records creation (including capture, identification and classification), maintenance (including access and security, tracking record movement, retention and disposal, migration, export and destruction), dissemination (searching, retrieving and rendering (displaying, printing and redacting), and administration (reporting, back up and recovery). Each of these aspects of records management needs to be considered in the design of ICT systems.

The records management policy of the University of Greenwich Records Management Office (2009) underscores that all employees of any organization should bear in mind that all the documents they would have created, received or maintained in any form of media during their working process, do not belong to them. These belong to the organization and are considered to be the official records of the organization. In other words, the organization remains the owner of the records because employees are being paid to create the records. All the records and documents created during official work transactions are to be managed effectively and efficiently as required for the organization. The organization needs to keep records and ensure their proper management since it will use these records in future to support its core functions, and to comply with its legal and regulatory obligations. The very same records will also help to effectively manage the organization. The organization will be able to provide evidence of all the work done or not done, and how it was done, or why it was not done. This can be done on the basis of the recorded information about the decisions taken during the process or previous meeting resolutions. In support of the above, Tafor (2003); Currall and Moss (2008) argue that government must keep records to ensure the permanent preservation of their memory so that
people account for their actions to citizens. Records must be protected to ensure their accessibility.

Government produces, collects, disseminates and utilizes a larger volume of records and information than any other organizations. These records are important for the lives of the public and are also used to hold government accountable for the service delivery (Tafor 2003; Ngulube and Tafor 2006). This emphasizes the importance of proper records keeping ensuring government accountability in a democratic society. Proper record keeping is critical for the survival and efficient operation of day-to-day business activities (Swan, Cunningham and Robertson 2002). For these reasons, government departments, including the department of immigration, maintain a system for records keeping.

In support of the above, Currall and Moss (2008) argues that governments must ensure the permanent keeping of its records since it needs to account to its citizens for its administrative actions. An effective keeping of records will enable compliance with transparency requirements. Government will be able to prove their administrative process through the records preserved. This was emphasized by Tafor (2003) in his citation from the International Council of Archives (ICA) (1997) that records provide “evidence of human activities and transactions” to protect the rights of both the public and government, and that is good for “democracy and good governance”. Similarly, the Immigration Department of in Kenya creates and maintains records. It creates, maintains and uses immigrants records for different purposes in rendering entry and exit service to citizens and foreign nationals through its hospitals BCPs.

Records in immigration department are also used to collect and validate statistical information daily. The statistics collected are used to regularly review the department’s monthly performance in all activities. It is through proper records management that the data collected can be complete and accurate. To improve these, Barry (2001) argues that organizations need to come up with an electronic system to comply with and implement electronic records management as a necessity. It is a legitimate option which is eventually cheaper in terms of money, time and energy to ensure speedy service delivery. The Department of Immigration is using both paper records and
electronic records formats parallel for creating, keeping and maintaining immigration records. Immigration records are created in duplicate in electronic and paper format.

Moreover, according to Ngoepe (2004) sound records management is the heart of good public management since government services are dependent on access to information. This is because every single activity in government service requires accountability and transparency for proper governance. The State Records New South Wales (2004) emphasizes that records are used to prove ‘what happened, why and by whom’. Records serve as a tool for easy accountability and are necessary to meet legal, financial and accountability requirements. In immigration all the transactions performed during interaction between immigrants and service providers need proper management for proper future accountability and also to meet legal, financial and administrative requirements through use of ICT.

The government is now becoming aware that working with the old manual system does not improve their services. People are now addicted to electronic or online services (Sinclair 2002). Governments in most countries are taking advantage of technology to handle large volumes of records. They use the new technology to improve their business transactions (Tafor 2003: citing Ngulube 2001). This is because electronic records enable individual users to access quality, timely, effective and efficient records. It enables the organization to complete its work quicker, with less effort, with quality, less money and in compliance with laws and regulations. It is evident that electronic records can also assist in the improvement of service delivery in the department.

2.3 Empirical Review

Mdluli (2008) defines service delivery as the overall name for every activity performed to render quick and satisfying service, and to respond and resolve community or citizen problems. In a simple definition, service delivery refers to the service delivered or that needs to be delivered by the government to its citizens with the aim of meeting their living needs, right demands or expectations.
Certain empirical studies which have addressed service delivery were found useful to this study. For instance, the study conducted by Normand, Iftekar and Rahman (2002) to assess the development of community clinics in Bangladesh. The study established that service delivery was largely determined by faculties services and management. The findings indicated that most community clinics were appropriately located with good and convenient access which contributed positively to service delivery. Where the locations were difficult to access, there were difficulties in service delivery. Deficiencies in equipment required, affected service quality negatively.

Around the world, governments are undertaking ambitious reforms to further revitalize or transform their public sectors. The drivers for reform include the increasing expectations by citizens for efficient and effective services and for a voice in their design and delivery. Governments are introducing innovations in their organizational structures and practices, and in the ways in which they mobilize, deploy and utilize human, financial and ICT resources (United Nations, 2008). The use of ICT in the public sector, or e-government as it is known, is playing a critical role in governments’ efforts to revitalize their public sectors. Modern ICT is a significant strategic tool for lifting public sector performance, offering benefits of greater efficiencies and effectiveness in government operations and service delivery, improved communication and coordination across organizational boundaries and levels of government, and greater transparency and accountability in government functions. Consequently, over the past 10 to 15 years, governments around the world have utilized information and communication technologies, particularly digital technology (governments do business with citizens. The potential for further change continues with recent advancements in ICT and with changing societal expectations. (OECD, 2009) which has significantly changed the ways in which governments do business with citizens. The potential for further change continues with recent advancements in ICT and with changing societal expectations.

While governments continue to modernize ICT infrastructure, they are also working to leverage the infrastructure within the public sector in order to better share information, internally and externally, and to deliver integrated services. Responding to complex policy problems requires collaboration across organizational boundaries as these problems cut across portfolios that have traditionally been compartmentalized. Clients also want responsive, integrated services; they do
not want to deal with multiple providers. ICT for service delivery (e-government initiatives) is being revisited to enable more effective inter-organizational linkages and consolidation of government systems to support the necessary collaboration (UN, 2008) so as to better deliver services to clients.

The trend is towards e-government as a whole concept which focuses on the provision of services at the front-end, supported by integration, consolidation and innovation in back-end processes and systems to achieve integrated, client focused service delivery and greater efficiencies (United Nations, 2008). Achieving this, however, requires common ICT infrastructures, data, and business processes. Governments are attempting to bundle, integrate and deliver services through more efficient and citizen-centric models encompassing multiple delivery channels.

E-government is no longer viewed only as the provision of information or services via the internet but as a way of transforming how citizens interact with government and how government interacts with itself (Rose and Grant 2009). The new social media tools have the potential to transform public policy processes by making government far more responsive and participatory. ICT offers unprecedented opportunities to open government decision making to the community allowing citizens to engage more directly and collaboratively with public servants (Government 2.0 Taskforce 2009, Bourgon 2007).

The new generation of e-government, supports a shift from traditional community consultation to deeper engagement and collaboration, a more equal two-way dialogue between the state and citizens, with citizens contributing at all stages of the policy process, what is now referred to as e-democracy (Noveck 2009).

Ellen Konrad (1996) explains service integration as a process, situating information sharing and communication (loosely structured connections) at one end of a continuum, with cooperation and coordination (moderately structured connections) in the middle, and collaboration and integration (highly structured connections) sitting at the furthest end of the continuum. Establishing a border station normally requires international coordination. There can be a formal international treaty with additional protocols like (like the Canterbury Channel Tunnel treaty between France and Great Britain), an exchange of diplomatic notes (like those exchanged
between Western European countries for establishing juxtaposed border facilities), or occasionally a memorandum of understanding (when the border infrastructure needs simple adjustments).

Harmonization is often considered the first and easiest step on the road to greater regional and, ultimately, global integration. The term refers to the harmonization or equivalence of standards, regulatory requirements and conformity procedures and bi-lateral cooperation with trading partners in developing technical regulations, standards harmonization and regulatory reform (Guerin, 2001). The economic arguments for harmonization as summarized by Guerin are; the development and administration of different national systems is more costly for governments and the costs of meeting multiple sets of regulatory requirements discourages trading within the region and thus weakens the intensity of competition within countries of the region; It makes regulation more effective by extending its reach and reducing cross-jurisdictional leakage; and It helps achieve critical mass in research and development and the size of markets, thus allowing more scope for economies of scale.

A report undertaken by a consortium of social planning and ethno-specific agencies in Toronto concluded that there is presently no "seamless service delivery system" that responds to the needs of people in an intentional way. Instead, service is compartmentalized and fragmented across different "delivery outlets", and participants feel they are unnecessarily shuttled back and forth across the system with so many confusing and artificial program boundaries. (Integrated Settlement Planning Consortium [ISPC], 2000)

Funders and service agencies themselves look to more integrated service delivery as a way to better use the resources available for service responses. The interests of government and private foundation funders are obvious in this respect. There is a bit more circumspection in the service agency world, since service coordination and integration models tend to favour the larger providers over the smaller. While collaboration may be limited to joint planning among organizations, actual service coordination and certainly service integration suggests a formal agreement between two or more autonomous organizations – which creates a new trans-organizational structure/system built on a common agenda, purpose and/or program (Oמסר Farrell
Reszczynski, 2010). Good partnerships rely not only on each partner’s ability to carry out their own function well, but also on the ability of each partner to work well with each other. Partnership work is not a series of discrete, disconnected tasks, but the interplay and conjunction of tasks. This will enable strong communication, effective coordination and positive working relationships.

Coordination of border services promotes the technical development and interaction that is needed for more effectively sharing information and identifying risks. It implies significantly closer national, regional, and international coordination for government agencies and for the international travel and transport industries. This can be achieved through technology systems that share and link information. In addition, bilateral, regional, and multilateral agreements may be required that facilitate policies and strategies for collaborating, information sharing, and developing interoperable systems. The aims of timely, effective clearance and border operation interoperability are difficult to meet using traditional databases and database queries. Effective information and communications technology (ICT) can help achieve business objectives and drive world class border agency performance. Currently the BCPs operate without coordinating agency thus respective officers are not adequately supervised. Indeed the disparities in levels of facilitation of these officers in terms of office space, furniture and working tools is a clear indication to a disjoint in border operations (Kenya Immigration Research department report, 2007).

2.4 Critical Review of Major Issues

An immediate challenge facing the Government of Kenya's immigration and national security agencies is the management of its long porous borders, the long porous borderline with Somalia and coastline makes monitoring and tracking of entry of illegal aliens difficult. There is inadequacy in legislation to deal with terrorism and drug trafficking that contribute greatly to high incidence of crime in the country. In addition, there is limited provisions in the immigration laws to deal with traffickers cases. There is lack of power to enforce owners and agents of premises such as hotels and boarding houses to produce on demand the manifest of Aliens hosted in their premises. This situation makes it difficult to track down illegal aliens.
Another limiting factor includes the unavailability of adequate equipment at ports of entry such as computers, document verification machines which slows down the process of screening immigrants. This is also compounded by undeveloped communication and information systems, poor staff development and inadequate funding for the department.

2.5 Summary and Gaps

The Government of Kenya has realized the importance of securing its borders and improving its capacity for service delivery in the migration sector. The Government of Kenya has achieved a milestone in the fight against human trafficking after President Mwai Kibaki signed into law new legislation to crack down on human traffickers and offer protection to trafficking victims in Kenya. The law which came into effect in December 2010 gives a 30-year jail term or a hefty fine of 30 million Kenyan Shillings (USD 370,000) for convicted traffickers.

Migrants from various countries continue to use Kenya as a gateway to numerous destinations around the globe. In order to contain the situation and maintain Kenya's national security, it is apparent Kenya needs to develop and implement comprehensive policies and administrative structures. These structures need to be inclusive and incorporate all stakeholders in the migration sector as well as bear effective and responsive tenets to the emerging challenges of the sector.

Thus there are challenges in the areas of policy development, inter-agency coordination in the implementation of effective human migration management operations and service delivery. These gaps therefore continue to expose Kenya's national security and make it a potential target of criminals who exploit immigrants, terrorist organization, human traffickers and smugglers.
2.6 Conceptual Framework

This study proposes that the use of ICT leads to border security, Inter-Agency Cooperation, border control and records management which has influenced service delivery immigration service delivery in border towns is influenced

Figure 2.5 Conceptual Framework

Source: Author, (2013)
CHAPTER THREE:
RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides the methodology that was used in the study. It includes the research design, target population, sampling design and procedure, data collection instruments, validity, reliability, data analysis and presentation.

3.2 Research Design

The study used a descriptive research design. Saunders et al, (2009) says that, descriptive research portrays an accurate profile of persons, events or situations. This design offers to the researchers a profile or described relevant aspects of the phenomena of interest. From an individual, organizational and industry oriented perspective. It presents data in a meaningful form that helps the researchers to understand characteristics of a group in a given situation, to think systematically about aspects in a given situation, offer ideas for further research and helps to make certain simple decisions. Miller, (1991) Descriptive research is the process of collecting data in order to answer questions concerning the status of the subject study. Therefore, this design enabled the researcher to gather data from a wide range of respondents on the effects of ICT on immigration services in Isebania and Busia border points.

3.3 Target Population

Mugenda and Mugenda, (2003), described population as, the entire group of individuals or items under consideration in any field of inquiry and have a common attribute. Target population is the population this study would desire to make generalized result statement about. The target population interviewed were staff of the agencies and departments found in Isebania and Busia border points. These included Immigration Department, KRA, Border Police, and CID.
The characteristics of the population are as worked out in table 3.1

Table 3.1 Target Population

<table>
<thead>
<tr>
<th>AGENCY</th>
<th>POPULATION FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immigration</td>
<td>17</td>
<td>9.2</td>
</tr>
<tr>
<td>Border Police</td>
<td>59</td>
<td>31.9</td>
</tr>
<tr>
<td>NSIS</td>
<td>13</td>
<td>7.0</td>
</tr>
<tr>
<td>KRA</td>
<td>90</td>
<td>48.6</td>
</tr>
<tr>
<td>CID</td>
<td>6</td>
<td>3.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>185</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

3.4 Sampling Design

A sample is a set of entities drawn from a population with the aim of estimating characteristics of the population, Sigel, (2003). It is a fraction of population selected such that selected portion represents the population adequately. From the above population of 185, a sample of 10% was drawn using stratified random sampling technique. This sampling procedure is appropriate when the population of interest is not homogeneous (Kothari, 2002). In this case the researcher dealt with officials of different agencies working at Isebania and Busia Border controls. These officials included Immigration, KRA, Border Police, and CID staff.
Table 3.2 Sample Design

<table>
<thead>
<tr>
<th>AGENCY</th>
<th>POPULATION FREQUENCY</th>
<th>SAMPLE RATE</th>
<th>SAMPLE SIZE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immigration</td>
<td>17</td>
<td>0.1</td>
<td>3</td>
</tr>
<tr>
<td>Border Police</td>
<td>59</td>
<td>0.1</td>
<td>7</td>
</tr>
<tr>
<td>KRA</td>
<td>90</td>
<td>0.1</td>
<td>29</td>
</tr>
<tr>
<td>NSIS</td>
<td>13</td>
<td>0.1</td>
<td>2</td>
</tr>
<tr>
<td>CID</td>
<td>6</td>
<td>0.1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>185</strong></td>
<td><strong>0.5</strong></td>
<td><strong>42</strong></td>
</tr>
</tbody>
</table>

3.5 Data Collection Procedures/Instruments

A questionnaire in general terms includes all techniques of data collection in which each person is asked to respond to the same set of questions in a predetermined order (de Vause, 2002). The study relied on primary data obtained using questionnaire, which was administered on drop and pick from all the border agency staff. The study also relied on available secondary data from books, journals and other studies on effects of ICT on immigration services. Questionnaires were distributed to the entire population by the researcher for filling by the respondents. The questionnaires were simplified as much as possible so that all respondents have a clear meaning of each of the questions. According to Kothari, (2004), the questionnaire method is the most suitable tool for collecting data. It is economical in terms of time and cost compared to other methods. The questionnaires facilitate easy and quick responses within a short period of time. It also gives the respondents freedom to express their views or opinions and can also make suggestions. The questionnaire is divided into seven sections marked A-F. (Appendix I)
A test is valid if it measures what it claims to measure, Babbie, (1991). The questionnaires were used in this study to design and measure the effects of ICT on immigration services. To ensure that it is valid, expert judgment was sought from the supervisor and other lecturers at Kenyatta University to test face for validity and construct reliability. Reliability of a test is the accuracy of the scores that are free from errors. It is a degree of consistency that an instrument or procedure demonstrates, Best and Kahn, (1989). To ascertain validity and reliability, a pre-testing of the instrument was done. Pre-testing identifies problems and solves before the actual study.

3.6 Data Analysis

After collecting all the data, data cleaning was done in order to determine inaccurate, incomplete or unreasonable data and improve the quality through correction of detected errors and omissions. The data collected was analyzed mainly by use of descriptive statistics which included; frequencies, percentages, mean scores and standard deviations. These were computed using SPSS (Statistical Package for Social Sciences). The results were presented in graphs, tables, charts and percentages. According to Kothari, (2004), tables, bar graphs, pie charts, frequencies and percentages are important statistical methods of organizing and summarizing data into a meaningful way for the ease of interpretation.
CHAPTER FOUR:
DATA ANALYSIS AND PRESENTATION OF RESULTS.

4.1 Introduction

This chapter presents the study’s findings based on analysis of its primary data. To facilitate ease of dissemination and understanding for the target audience, presentation of findings is done using tables and figures. Moreover, below each statistical presentation relevant explanations and interpretations are given.

4.2 Response Rate

From the targeted population of 20 respondents who were all drawn from Isebania and Busia Border controls, a total of 16 responded. This added up to a response rate of 80% which was considerably sufficient to guarantee representative findings. According to Bell (2005), a response rate of 60% is adequate to permit data analysis. Table 4.1 shows the contributive proportions of responses obtained from Isebania and Busia Border controls.

Table 4.1: Responses from Isebania and Busia Border Control Points

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Busia Border Control</td>
<td>8</td>
<td>50</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>Isebania Border Control</td>
<td>8</td>
<td>50</td>
<td>50</td>
<td>100</td>
</tr>
<tr>
<td>TOTAL</td>
<td>16</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Source: Isebania and Busia Border Control Points Research Data (2013)

The members of National Security Intelligence Service (NSIS) did not respond to the questionnaires. This contributed to the 80% response rate received from the field as indicated in table 4.1 above. The respondent’s designations are as outlined in table 4.2 below:
Table 4.2: Respondents’ designation from Isebania and Busia Border Control Points

<table>
<thead>
<tr>
<th>designation</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid CID</td>
<td>1</td>
<td>6.3</td>
<td>6.3</td>
<td>6.3</td>
</tr>
<tr>
<td>Customs Officer</td>
<td>3</td>
<td>18.8</td>
<td>18.8</td>
<td>25.0</td>
</tr>
<tr>
<td>Immigration Officer</td>
<td>4</td>
<td>24.6</td>
<td>24.6</td>
<td>49.7</td>
</tr>
<tr>
<td>KRA</td>
<td>1</td>
<td>6.3</td>
<td>6.3</td>
<td>56.3</td>
</tr>
<tr>
<td>Police Officer</td>
<td>7</td>
<td>43.8</td>
<td>43.8</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>16</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Isebania and Busia Border Control Points Research Data (2013)

The responsive respondents had worked in their respective border control points for durations ranging from 1 year to 7 years as further explained in Fig 4.1 below:

Figure 4.1: Respondents Work Experience

Source: Isebania and Busia Border Control Points Research Data (2013)
Fig 4.1 shows that the largest group of respondents, equivalent to 93.8%, had a service length of 1 - 4 years in the councils, while the longest services of more than 4 years constituted 6.2% of employees. It was evident that the study obtained responses from employees who had generally served the border points for reasonably long enough duration to give dependable feedbacks.

4.3 Service Delivery and ICT

The use of ICT in the public sector, or e-government as it is known, is playing a critical role in governments’ efforts to revitalize their public sectors. Modern ICT is a significant strategic tool for lifting public sector performance, offering benefits of greater efficiencies and effectiveness in government operations and service delivery, improved communication and coordination across organizational boundaries and levels of government, and greater transparency and accountability in government functions.

4.3.1 Application areas of ICT on service Delivery

This study sought to investigate the effects of ICT on service delivery at Isebania and Busia border control points. The findings are presented in figure 4.3 below:

**Figure 4.3: ICT Service Delivery Applications**

![Bar chart showing the percentage of ICT service delivery applications.](source)

(Source: Isebania and Busia Border Control Points Research Data (2013))
From the findings presented in figure 4.3 above, 100% respondents in Isebania and Busia border points agree that ICT has a role to play in something in so far as border management and control activities are concerned albeit to varying percentages.

4.3.2: ICT Improvement of Data Processing at Border Points

This study sought to investigate the improvements of ICT on Data processing at Isebania and Busia border control points. The findings are presented in Table 4.7 below:

<table>
<thead>
<tr>
<th>Valid</th>
<th>Strongly Disagree</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td></td>
<td>1</td>
<td>6.3</td>
<td>6.3</td>
<td>6.3</td>
<td>6.3</td>
</tr>
<tr>
<td>Neither</td>
<td></td>
<td>1</td>
<td>6.3</td>
<td>6.3</td>
<td>12.6</td>
<td></td>
</tr>
<tr>
<td>Agree</td>
<td></td>
<td>4</td>
<td>25.0</td>
<td>25.0</td>
<td>43.9</td>
<td></td>
</tr>
<tr>
<td>Strongly Agree</td>
<td></td>
<td>9</td>
<td>56.1</td>
<td>56.1</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>16</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Isebania and Busia Border Control Points Research Data (2013)

From the findings presented in Table 4.4 above, most respondents (81.1%) in Isebania and Busia border points agree that ICT has improved Data Processing at border points.

4.3.3: ICT Systems Availability at Border Points

This study sought to investigate the adequacy of ICT Systems at Isebania and Busia border control points. The findings are presented in figure 4.8 below:
From the findings presented in figure 4.2 above, most respondents (43%) in Isebania and Busia border points agree that ICT systems are adequate to execute the duties at the border points.

4.3.4: Effective Use of ICT by all Staff

This study sought to investigate the effectiveness of use of ICT by all staff at Isebania and Busia border control points. The findings are presented in Table 4.5 below:

Table 4.5: Effective Use of ICT by all Staff

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>2</td>
<td>12.5</td>
<td>15.5</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>12.5</td>
<td>12.5</td>
</tr>
<tr>
<td>Neither</td>
<td>1</td>
<td>6.3</td>
<td>6.3</td>
</tr>
<tr>
<td>Agree</td>
<td>4</td>
<td>25.0</td>
<td>25.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>7</td>
<td>43.7</td>
<td>43.7</td>
</tr>
<tr>
<td>Total</td>
<td>16</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Isebania and Busia Border Control Points Research Data (2013)
From the findings presented in Table 4.5 above, most respondents (68.7%) in Isebania and Busia border points agree that they are effective in using ICT services. 25.0% of respondents express lack of ICT facilities and inadequate training as a contributing factor.

4.3.5: ICT Use on Processing Speed

This study sought to investigate information processing speed as a result of ICT use at Isebania and Busia border control points. The findings are presented in figure 4.9 below:

Figure 4.3: ICT Use on Processing Speed

From the findings presented in figure 4.3 above, most respondents (79%) in Isebania and Busia border points agree that ICT Systems have greatly improved information processing speed at the border points.
4.4 Border Security

4.4.1 Border patrols frequency

Immigration and border security are the first line of defense against terrorists and illegal immigrants and contributes largely to National security. According to (IOM, 2010) National security is the requirement to maintain the survival of the state through the use of economic, military and political power and the exercise of diplomacy. Security threats involve not only conventional foes such as other nation-states, but also non-state actors such as narcotic cartels, multinational corporations and non-governmental organizations. Border patrols play an important role so far border security is concerned. The research project investigated the frequency of border patrols. Table 4.4 below summarizes the results of border patrols frequency.

<table>
<thead>
<tr>
<th>Valid Weekly</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily</td>
<td>12</td>
<td>75.0</td>
<td>75.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>16</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

*Source: Isebania and Busia Border Control Points Research Data (2013)*

From table 4.6 above, it is evident that 75% of respondents confirm that border patrols are carried out daily.

4.4.2 ICT use on Border Security

Countries define their borders according to their security perceptions and discourses, which ‘no longer distinguish between internal and external security’, and include energy, human rights, migration or organized crime issues (Anderson and Bort 2001). Border security can be greatly enhanced when ICT is employed. ICT can be used in records management, reference checks, criminal history checks, finger printing, quality assurance and drug screening. Table 4.7 below summarizes the results obtained by the research office use of ICT in regard to border security enhancement.
Table 4.7: Office use of ICT on border security

<table>
<thead>
<tr>
<th>Service</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Records management</td>
<td>1</td>
<td>6.3</td>
<td>6.3</td>
<td>6.3</td>
</tr>
<tr>
<td>Reference Checks</td>
<td>5</td>
<td>31.3</td>
<td>31.3</td>
<td>37.5</td>
</tr>
<tr>
<td>Criminal History Checks</td>
<td>1</td>
<td>6.3</td>
<td>6.3</td>
<td>43.8</td>
</tr>
<tr>
<td>Finger Printing</td>
<td>2</td>
<td>12.5</td>
<td>12.5</td>
<td>56.3</td>
</tr>
<tr>
<td>Quality Assurance</td>
<td>1</td>
<td>6.3</td>
<td>6.3</td>
<td>62.5</td>
</tr>
<tr>
<td>Drug Screening</td>
<td>1</td>
<td>6.3</td>
<td>6.3</td>
<td>68.8</td>
</tr>
<tr>
<td>All the above</td>
<td>5</td>
<td>31.3</td>
<td>31.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>16</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Isebania and Busia Border Control Points Research Data (2013)

From the data summarized in table 4.7 above, 100% of respondents confirmed that they use ICT services for various needs to contain and avert insecurity at the border control points.

4.5 Inter-Agency Cooperation

As had earlier been indicated within the context of this research project, the term integrated service delivery refers to any model of delivering programs and services to clients wherein two or more organizations collaborate by coordinating their knowledge, skills, and service delivery goals. Integrated service delivery can be as simple as sharing information between agencies or as complex as joint programming or co-location. The purpose of this approach is to improve efficiency and effectiveness in service delivery, to the benefit of clients and front-line workers alike. Service integration can be described as a mixture of strategies pursued to achieve a better delivery of services, whether these are operational changes at the frontline level or behind-the-scenes administrative changes (Ragan, 2003).
4.5.1 Need for Coordination

The research sought to investigate the need for coordination among the key players in both Isebania and Busia border control points. The results are as summarized in table 4.8 below:

<table>
<thead>
<tr>
<th>Valid yes</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>16</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

*Source: Isebania and Busia Border Control Points Research Data (2013)*

From table 4.8 above, it is evident that 100% of respondents agree that there is need for coordination among various agencies in border control points.

4.5.2 Assistance from Other Agencies

Coordination of border services promotes the technical development and interaction that is needed for more effectively sharing information and identifying risks. It implies significantly closer national, regional, and international coordination for government agencies and for the international travel and transport industries. This can be achieved through technology systems that share and link information. In addition, bilateral, regional, and multilateral agreements may be required that facilitate policies and strategies for collaborating, information sharing, and developing interoperable systems. The aims of timely, effective clearance and border operation interoperability are difficult to meet using traditional databases and database queries. Effective information and communications technology (ICT) can help achieve business objectives and drive world class border agency performance.

The study sought to establish the extent of assistance gained by inter-agency coordination. The results are as summarized in figure 4.4 below:
From the results in figure 4.4 above, intelligence information sharing accounts for the largest percentage (43%) of ICT use in border control points. This is followed by security needs (25%) while others follow.

4.6 Border Control

Regular duties in controlling the state borders relate to persons, transport means, and goods, which entails control at border crossings, prevention of uncontrolled entrance cross the borders, including the issues related to seeking asylum, and treatment of arrested persons without documents, in accordance with international charters and conventions. Control duties at state borders include tasks connected with various aspects of border security breaches, such as: prevention of smuggling of goods, narcotics, arms, and persons across borders, danger of spreading diseases infectious to people, animals and plants, strengthened control due to threats of international terrorism, protection of the unlawful interference in the operation of the equipment, and others. Suppression of those requires a wide spectrum of strict control mechanisms.
4.6.1 Border Patrol Administration

The study sought to establish if there was need for the border control points to do border patrol administration. The results are as documented on figure 4.5 below:

Figure 4.5: Border Patrol Administration

![Border Patrol Administration Graph](image)

*Source: Isebania and Busia Border Control Points Research Data (2013)*

From the results above, 75% of respondents agree that there is need to conduct border patrol administration in order to have sufficient control of border activities.

4.6.2: Existence of formal policies

The research sought to investigate the existence of formal policies for use at Isebania and Busia border control points. The results are as indicated in figure
From figure 4.6 above, 75% of respondents confirm that there exist formal policies both at Busia and Isebania border control points. This is an indication of existing guidelines for reference in execution of duties.

4.7 Records Management

According to Kemoni and Ngulube (2008), records management is defined as the unit of the organization assigned with the function of managing records in order to ensure that the organization is able to comply with business operational needs, meet community needs and properly account to the citizens.

Electronic records refer to records that are dependable on relevant machines for access or reading that is computer hardware and software such as e-mails, database and word processing (Tafor 2003). At the technical level, planning for records management functionality in ICT systems involves addressing issues in the broad areas of records creation, maintenance, dissemination and administration.
4.7.1: Record Keeping Method

The study sought to establish the method of record keeping employed both at Isebania and Busia border control points. The results are as presented in table 4.9 below:

<table>
<thead>
<tr>
<th>Valid Record Keeping Method</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper Based</td>
<td>7</td>
<td>43.8</td>
<td>43.8</td>
<td>43.8</td>
</tr>
<tr>
<td>Electronic and paper based</td>
<td>9</td>
<td>56.3</td>
<td>56.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>16</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

*Source* | *Isebania and Busia Border Control Points Research Data (2013)*

From table 4.9 above, the majority of respondents (56.3%) used both electronic and paper based record keeping methods.

4.7.2 Management of Digital Records

Government produces, collects, disseminates and utilizes a larger volume of records and information than any other organizations. These records are important for the lives of the public and are also used to hold government accountable for the service delivery (Tafor 2003; Ngulube and Tafor 2006); this emphasizes the importance of proper records keeping ensuring government accountability in a democratic society. Proper record keeping is critical for the survival and efficient operation of day-to-day business activities (Swan, Cunningham and Robertson 2002). For these reasons, government departments, including the department of immigration, maintain a system for records keeping.
This research project sought to investigate if there exists an elaborate management of digital records at Isebania and Busia border control points. The results are as presented in figure 4.7 below:

**Figure 4.7: Management of Digital Records**

From the data presented above, the majority of respondents (69%) agree that management of digital records is in place at Isebania and Busia border points.

### 4.7.3 Effectiveness of digital records

The government is now becoming aware that working with the old manual system does not improve their services. People are now addicted to electronic or online services (Sinclair 2002). Governments in most countries are taking advantage of technology to handle large volumes of records. They use the new technology to improve their business transactions (Tafor 2003: citing Ngulube 2001). This is because electronic records enable individual users to access quality, timely, effective and efficient records. It enables the organization to complete its work quicker, with less effort, with quality, less money and in compliance with laws and regulations. It is evident that electronic records can also assist in the improvement of service delivery in the department.
This study sought to investigate the effectiveness of digital records in the immigration department. The findings are presented in figure 4.6 below:

Figure 4.8: Effectiveness of Digital Records

![Pie Chart: Effectiveness of Digital Records]

- 38% Effective
- 24% Very effective
- 38% Ineffective

Source | Isebania and Busia Border Control Points Research Data (2013)

From the findings presented in figure 4.7 above, 62% of respondents in Isebania and Busia border points agree that digital records are more effective in aid of border control activities.
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents the summary of the study’s findings, conclusions, recommendations, and suggestions for further studies. This section focuses on the answers to research questions or how each independent variable influences the dependent variables. The discussion follows in accordance with the study objectives as follows;

(i) To find out how ICT has influence security management practices in Isebania and Busia border points.
(ii) To establish the extent to which ICT has affected inter-agency cooperation in Isebania and Busia border points.
(iii) To determine the effects of ICT on border controls of persons in Isebania and Busia border points.
(iv) To examine the relationship between ICT and immigration records management in Isebania and Busia border points.

5.2 Summary of Findings

A response rate of 80% was achieved which was considerably sufficient to guarantee representative findings. According to Bell (2005), a response rate of 60% is adequate to permit data analysis. The members of National Security Intelligence Service did not respond to the questionnaires. This contributed to the 80% response rate received from the field. The responsive respondents had worked in their respective border control points for durations ranging from 1 year to 7 years. to 93.8%, had a service length of 1 - 4 years in the councils, while the longest services of more than 4 years constituted 6.2% of employees. It was evident that the study obtained responses from employees who had generally served the border points for reasonably long enough duration to give dependable feedbacks.

5.2.1 Service Delivery and ICT

Modern ICT is a significant strategic tool for lifting public sector performance, offering benefits of greater efficiencies and effectiveness in government operations and service delivery, improved communication and coordination across organizational boundaries and levels of government.
100% respondents in Isebania and Busia border points agree that ICT has a role to play in something in so far as border management and control activities are concerned albeit to varying percentages. On improved data processing, 81.1% respondents agree that ICT has improved Data Processing at border points. 43% respondents agree that ICT systems are adequate to execute the duties at the border points. Respondents (68.7%) agree that they are effective in using ICT services. 25.0% of respondents express lack of ICT facilities and inadequate training as a contributing factor. (79%) agree that ICT Systems have greatly improved information processing speed at the border points.

5.2.2 Border Security

Border patrols play an important role so far border security is concerned. The research project investigated the frequency of border patrols. 75% of respondents confirm that border patrols are carried out daily, while 25% of the respondents confirm that border patrols are carried out weekly. Border security can be greatly enhanced when ICT is employed. ICT can be used in records management, reference checks, criminal history checks, finger printing, quality assurance and drug screening. 100% of respondents confirmed that they use ICT services for various needs to contain and avert insecurity at the border control points.

5.2.3 Inter-agency Cooperation

The research sought to investigate the need for coordination among the key players in both Isebania and Busia border control points. The study established that there was lack of Inter-agency cooperation. 100% of respondents agree that there is need for coordination among various agencies in border control points. The study established that intelligence information sharing accounts for the largest percentage (43%) of ICT use in border control points. This is followed by security needs (25%) while others follow.

5.2.4 Border Control

The study sought to establish if there was need for the border control points to do border patrol administration. 75% of respondents agree that there is need to conduct border patrol administration in order to have sufficient control of border activities. 75% of respondents confirm that there exist formal policies both at Busia and Isebania border control points. This is an indication of existing guidelines for reference in execution of duties.
5.2.5 Records management

The findings on records management show that both electronic and paper-based methods of record keeping were used. Majority of respondents (56.3%) used both electronic and paper-based record keeping methods. (69%) of respondents disagreed that management of digital records is in place at Isebania and Busia border points. The study established that digital records in immigration department was effective. 62% of respondents in Isebania and Busia border points agree that digital records are more effective in aid of border control activities.

5.3 Conclusions

It was concluded that border agencies can increase control and security while providing a more efficient service, and that they can do so while retaining their own organizational mandates and integrity. ICT can be used to create virtual border that encompasses the entire transport and supply chain, assessing goods and passengers for admissibility and clearance in advance of arriving at the physical border. It was also concluded that Inter agency cooperation if properly designed and implemented and adequately resourced, can deliver benefits to government especially efficient service delivery to its citizens. Border agencies should develop a common vision and an interagency approach. Even if particular regulatory control activities are distributed across multiple agencies, all functions and organizations should be aligned around the same mission, should work together to achieve the same goals, and should integrate their information seamlessly (within data protection and privacy legislation requirements). Grouping agencies into a single border agency may create the impetus for cooperation—but underlying coordination barriers will still need to be addressed.

ICT promotes the technical development and interaction that is needed for more effectively sharing information, identifying risks and efficient service delivery. It implies significantly closer coordination tight control and security for border agencies and for the international travel and transport industries. This can be achieved through technology systems that share and link information. In addition, inter agency agreements may be required that facilitate policies and strategies for coordinating, information sharing, and developing interoperable systems. The aims of timely, effective clearance and border operation interoperability are difficult to meet using traditional databases and database queries.
Lastly, it was concluded that records management is becoming increasingly dependent on technology. It is important therefore to have objective means of assessing the strengths and weaknesses of records systems and determining whether they are capable of capturing, maintaining and providing access to records over time

5.4 Recommendations

In order to maintain security, comprehensive policies and administrative structures need to be developed. These structures need to include and incorporate all stakeholders at the border. It is also recommended that the computerization and networking of all functions be spearheaded and Immigration Department should spearhead interagency forums and discussions and enhance coordination among border agencies.

In regard to ICT utilization the department should ensure an aggressive use of ICT systems by all staff delivering service to customers and beyond. All personnel engaged at any level at border agencies should receive appropriate and relevant training including border security and information and computer technology. The development of smarter borders that can distinguish between the legitimate and illegitimate travelers is pertinent. There is need to strengthen border policy to deter the incidence of illegal immigrants and the entry of international criminals into Kenya.

It is also recommended that other agencies which do not have ICT systems like the border police should be provided with ICT facilities and training so as to facilitate security and control at the border

5.5 Suggestions for further Study

Further Research should be conducted to investigate the effects of a common regulatory control distributed across multiple agencies at the border on service delivery and an evaluation of the effects of staff training on ICT skills on effectiveness of service delivery.
REFERENCES:


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APPENDIX I: Introduction Letter

Dear Respondent,

I am a student at Kenyatta University, Migori campus pursuing Master of Business Administration (MBA) degree course. I am currently undertaking a research project entitled “The effects of ICT on Immigration Services in border towns in Kenya”.

The attached questionnaire is for gathering data, which will be useful in the mentioned research. You have been selected as one of the respondents in the study. Your assistance in responding clearly in all items in the questionnaire is likely to generate data that will benefit immigration services not only at Isebania and Busia but also to other Border control points in the country.

Please note that the information sought is purely for academic purposes and will be treated with utmost confidentiality

Thank you in advance for your co-operation and participation.

Yours faithfully,

Caroline C. Saina

Tel: 0725024380
APPENDIX II: Research Questionnaire

THE EFFECTS OF ICTON IMMIGRATION SERVICES IN KENYA
(A CASE STUDY OF ISEBANIA AND BUSIA BORDER CONTROL POINTS)

This questionnaire is meant to collect data from Department of Immigration staff. Any information provided in this questionnaire, will be used for purposes of research only and will be divulged or availed to unauthorized persons.

Please take a few minutes to complete this survey.

Tick the correct answer in the boxes provided against the questionnaire where provided.

You need not write your name on the questionnaire

Please answer the questions as accurately as possible.
SECTION A: RESPONDENTS DEMOGRAPHICS

General information

1. Name of the respondent (optional) .................................................................

2. Designation
   Tick one
   Immigration Officer (.....)
   Customs Officer (.....)
   Intelligence Officer (.....)
   Police Officer (.....)
   CID Officer (.....)

   Other, Specify........................................................................................................

3. Gender
   a) Male (.....)
   b) Female (.....)

4. What is your level of Education?
   a) Doctorate (.....)
   b) Post Graduate (.....)
   c) Under Graduate (.....)
   d) College (.....)
   e) Others Specify (.....)

5. Where are you working currently? Please tick one
   a) Busia (.....)  
   d) Isebania (.....)

6. How many years have you worked at the border?
   Tick one
   a) 1-4 years (.....)
   b) 4-7 years (.....)
   c) Over 7 years (.....)
SECTION B. SERVICE DELIVERY AND ICT

7. What are the major uses of ICT in your Office

- Reference Checks
- Criminal History Checks
- Fingerprinting
- Other, Please describe

8. In your opinion, please indicate by a tick, the extent to which you agree or disagree with the following statements regarding the use of IT in your agency.

**SCALE: Strongly Disagree=0; Disagree=1; Neither=2; Agree=3; Strongly Agree=4**

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<thead>
<tr>
<th>Feature</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither</th>
<th>Agree</th>
<th>Strongly Agree</th>
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<tr>
<td>(a) IT has improved accuracy of data processing at the border</td>
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<tr>
<td>(b) IT systems are always available</td>
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<tr>
<td>(c) IT systems at the border are always available</td>
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<td>(d) All staff use IT systems effectively</td>
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<td></td>
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<td>(e) Use of IT systems has enhanced timely processing</td>
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9. Any further comments

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KENYATTA UNIVERSITY LIBRARY
SECTION C. BORDER SECURITY

10. (a) Has ICT improved border security?

   i) _____ Yes       ii) _____ No

   (b) If Yes in what way?__________________________________________________________

11. What challenges does your department have in using ICTs for border security?

   _____ Lack of ICT facilities        _____ Shortage of ICT Skills

   _____ Insufficient ICT facilities   _____ Inadequate expertise

   _____ Inadequate legal and regulatory system

   _____ Other Specify: _____________________________________________________________

12. What do you suggest on ICT to further enhance border security and service delivery

   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
SECTION D: INTER AGENCY COOPERATION

13. (a) Do your activities require coordination with other Agencies?
   _____Yes       _____No

(b) If yes, which Agency?
   _____Immigration    _____KRA       _____Police
   _____CID            _____NSIS

14. Does your Organization have any formal policies regarding coordination with other Agencies?
   _____Yes       _____No       _____Not Sure

15. What kind of assistance does Immigration request from your Agency?
   _____Information on Customs  _____Security
   _____Intelligence          _____Information
   _____Assistance in dealing with foreign nationals
   _____Other specify

16. Which border agencies does your agency coordinate with?
   _____Immigration    _____KRA       _____NSIS ,  _____Police    _____CID

17. How can coordination with Immigration be improved?

18. In general how can interagency coordination be improved
SECTION E: BORDER CONTROL

19. Do your Agency use IT systems for border control?
   ____ Yes       ____ No

20. Which of the following screening do you conduct?

   _____ Interviewing          _____ Reference Checks
   _____ Criminal History Checks _____ Drug/Product Screening
   _____ Fingerprinting        _____ Other, please describe:

21. What challenges does your department have in using ICTs for border control?
   _____ Lack of ICT facilities    _____ Shortage of ICT Skills
   _____ Insufficient ICT facilities  _____ Inadequate expertise
   _____ Inadequate legal and regulatory system

   Other Specify: ________________________________

22. Do you review passenger manifest?
   ____ Yes       ____ No

23. Do you administer border patrols?
   ____ Yes       ____ No

   (b) If yes, how often do you monitor border patrols
   _____ Daily    _____ Weekly
   _____ Monthly  _____ Other,
   Specify ________________________________
SECTION F: RECORDS MANAGEMENT

24. How do you keep your records?
   ____ Electronically  ____ Paper-Based  ____ Both

25. (a) Does your Agency cover the management of digital records?
   ____ YES  ____ NO
   (b) If Yes, how do you rate its effectiveness e.g. in terms of retrieval of records, accessibility, missing of files etc
       ____ Very effective  ____ Ineffective
       Other Specify _____________________________________________

26. Who can Access/Retrieve your records?
   ____ Immigration  ____ KRA  ____ Police
   ____ NSIS  ____ CID  ____ None of the above

27. Does the use of ICT have influence on records management in your department?
   ____ Yes  ____ No  ____ Not sure

28. What other proposals would you recommend for improving the management of records in the office?
   _____________________________________________
   _____________________________________________
   _____________________________________________

Thank you for your time