

Public Facilitation through E-Governance: A Case of Passport Office Islamabad, Pakistan



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CERTIFICATE

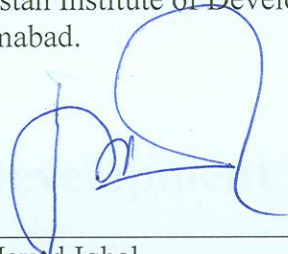
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DEDICATION

I dedicate this thesis to my beloved parents Mr. Khadim Hussain and Ms. Allah Bachai. I hope that this achievement will complete the dream that you had for me all those many years ago, when you choose to give me the best education you could.

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I submit a thesis of mine with great humility and utmost regard.

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ABSTRACT

Technology has brought wonders in individuals' life. The range of activities in facilitating the individual includes from day to day activities to even the space exploration. All developed and developing countries' government are using Information and Communication Technology (ICT) and facilitating and providing the services to their people through use of it. The core responsibilities of every government are to make arrangements to provide services to its people with efficient, effective, transparent, accountable, and corruption freeway. The purpose of current study was to observe the induction of computerisation in facilitating the clients in the passport office of Pakistan to provide the electronic passport services and to analyse the satisfaction level of the clients regarding the computerised passport services. The sample size of the study was 300 respondents who visited the passport office, Islamabad. The respondents had been selected based on simple random sampling technique. The data was collected through structured questionnaire considering the numerous reasons given in the literature. The data collected was analysed using statistical package SPSS. The results from the data have been presented in tables and graphical representation. The people are well satisfied from the services offered by the Passport office. The computerisation has helped a lot to improve service delivery mechanism, to contain malpractices and to increase benefits to public. The study also highlighted that some problems regarding location, fee deposit and inline requirements of clients which need to be addressed. It is also evident from the study that government should introduce e-services in other departments/public agencies like e-services in the passport office.

Key Words: Computerisation, Effectiveness, E-governance, E-services, Information and Communication Technology (ICT), Islamabad and Pakistan, Passport, Public Facilitation.

List of Abbreviations

CNIC	Computerised National Identity Card
CTO	Commonwealth Telecommunications Organisation
e-	Electronic
e-FBR	Electronic Federal Board of Revenue Portal
EGD	Electronic Government Directorate
IBM	International Business Machines
ICT	Information and Communication Technology
ISPs	Internet Service Providers
IT	Information Technology
MOIT	Ministry of Information Technology
MOST	Ministry of Science and Technology
NADRA	National Database and Registration Authority
NPM	New Public Management Theory
PIA	Pakistan International Airlines
WAPDA	Water and Power Development Authority

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CHAPTER 1

INTRODUCTION

Technology has brought wonders in individuals' life. The range of activities in facilitating the individuals includes from day to day activities to even the space exploration. According to Hossain (2005) the advent of internet has revolutionised the world, as the magnetic word (e-) has led us from business to e-business, mail to e-mail, governance to e-governance and democracy to e-democracy. Technology has reduced the distance and the world has become a global village and everyone looks like a neighbour of each other living next door. It has happened just because of advancement, research and progress in the arena of Information and Communication Technology (ICT). It has become a great challenge for every government to arrange and facilitate the masses. All developed and developing countries' government are using ICT and facilitating, and providing services to their people through its usage. The core responsibility of each government is to provide services to its people in an efficient, effective, accountable, transparent and corruption-free manner.

The government of Pakistan has paid much attention to information technology. A lot of efforts have been put on it, to develop an information age in the country. For the very purpose, a National Information Technology (IT) policy has been formulated in August, 2000. The government aimed to enhance public sector productivity and standards of IT infrastructure development by focusing the technological development of ICT. Now, a day the ICT has been used as a most reliable and effective tool of management for the promotion of good governance as a whole. The information technology has been playing a critical and important role in improving and developing work procedures for the civil services and other government agencies and offices. However, the term good governance can be defined as:

“In the context of a political and institutional environment that upholds human rights, democratic principles and the rule of law, good governance is the transparent and accountable management of human, natural, economic and financial resources for the purposes of equitable and sustainable development.”¹

¹Cotonou Partnership Agreement, Article 9.3

Public administration reformed commission report (2000) stated that any organisation's degree of success and failure may be measured in term of the services which it provides. Now governments of less developed countries are taking serious interest to reform that how effectiveness can be enhanced to deliver the public services. Practically good governance is believed as feel good factor in receiving and enjoying goods and services provided by the different services provider in the public sector. As currently, the Passport office is equipped with many facilities offered by the government. After critically analysing the perceptions of the people dealing with Passport office, this study will look the performance of their services and the level of satisfaction of the public from these services.

1.1 Problem Statement

The government's services are progressively becoming unserviceable (Khan, 2009). Public organisation can be commonly characterised as being stiff, inefficient, ineffective and unresponsive which have been preoccupied with outdated rule and regulations. This is mostly because congenital bureaucratic cultural mind set of services provider, salary structure in civil service and weak institutions. The electronic and print media has been reflecting demand of the missives over the period dissatisfaction of citizen. Civil society and people are demanding to change the existing culture of civil services and want to make it more effective and pro people so that it can meet the needs of the people and able to deliver appropriate goods and services more responsively, efficiently and impartially, which could lead to attain good governance. Therefore, computerisation of passport issuance has potential implications for achieving efficient and effective way of delivering the public services. So, keeping in view this background, the study seeks: what is the role of computerisation in facilitating the public to deliver the passport services?

1.2 ICT Status in Pakistan

1.2.1 Historical Development

Pakistan is on the way to catch its progress but it was facing the same problems in adaptation, development and diffusion of information technology like the other developing countries. As it was mostly depended upon the technologies imported

from technological advanced countries. When Pakistan came into existence in 1947, it does not have any base of ICT. The manual work was carried out in the offices and manual typewriters were used to prepare the official documents. Even there was no availability of single electric typewriter. British established the telegram, telephone and post department which was already working during their rule in 1885 came under the Pakistan's jurisdiction. The fastest link to communicate available at that time was telex and telephone (Shaukat, 2009).

In 1957, the computerisation process was started in Pakistan when a company namely 'Packages Ltd' used computer for its official work (Zaidi and Naeem, 2001). It is known as the first company which started using computer in Pakistan. Aslam (2001) established that in 1960, Pakistan International Airlines (PIA) installed an International Business Machines (IBM) mainframe computer for reservation of flight and all over the Pakistan about 17 mainframe computers were working in different organisations by 1967. Later on, Water and Power Development Authority (WAPDA) wins the race and installed an IBM-360 mainframe computer in WAPDA house, Lahore. Then, most of commercial banks in the private sector like Muslim Commercial Bank, Habib Bank and United Bank started to regulate their banking work by acquiring the computers. Atomic Energy Commission, University of Engineering and Technology, Lahore, Quaid-e-Azam University, Islamabad and PIA also started acquiring mainframe computers. At that time, IBM-360 & 370 models were most popular and IBM was the biggest and famous computer imports in Pakistan during 1960s and 1970s. Later on, many other international companies started selling mainframe computers in Lahore, Karachi & Islamabad (Aslam, 2003).

The real milestone was experienced when satellite communication technology was introduced in early 1990s. It has been termed as IT revolution in Pakistan as 90% telephone land lines were converted to digital. Internet facility was provided by the Internet Service Providers (ISPs) in 1995 and more than 132 ISPs were operating to provide internet facility all over the Pakistan to more than 30 lacks users. During the 21st century, IT sector was given lot of emphasis by the government. New IT institutes are established and to impart the IT training and education the IT professions were hired in the universities and educational institutions. IT awareness campaign was launched among the people by arranging nationwide IT seminars, exhibitions, forums and competition. Computer was introduced at school and college level as a subject.

Internet Cafes were open to develop and create awareness for the use of internet. Telecommunication networks has been drawn from towns to villages. A significant link have been developed between Pakistan and other countries (Aslam, 2001 & Imam, 2002).

1.3.2 Recent Developments

In early 1960s, the computer use was limited the scientific purpose and few large companies used to process data relating to traditional billing, accounting, inventory control system and payroll. In 1980s, the massive utilization of computer was started as most of the organisations used it for their business growth. They started utilising computer in other operational and functional areas including aforementioned areas too. According to Rahman (2001) that government wanted to make the Pakistan IT super power by enabling both national and personal growth by adopting the information technology. As it has been involved in all spheres of life like commerce and industry, finance, revenue, insurance and banking, communication, media, defence and human resource development etc.

Initially, Ministry of Science and Technology (MOST) monitored the computerisation process in the country. In March, 2000 a national focal point for IT namely IT and telecommunication division was established which was called as Electronic Government Directorate (EGD). This division used to monitor all the IT related organisations. The Ministry of Science & Technology (MOST) was divided into two division such as IT & Telecom division (IT & T) and Science and Technological Research Division (S & TR). The IT & T division was converted into a separate ministry namely Ministry for Information Technology (MOIT) in November, 2002. The major agenda of MOIT is to build IT competency of Pakistan in the 21st century. Its objectives includes: transformation to e-government, building of state of the art IT infrastructure, development of software industry and pool of qualitative human resource.

1.3 Legal Provisions

Various legal instruments have been created and developed to govern the ICT sector. These policy instruments includes Telecom Reorganisation Act, Pakistan IT Policy and Action Plan, Broadband Policy, Universal Service Fund Policy and National

Research and Development Fund. Few instruments are under preparation like Pakistan National Broadband Policy and Prevention of Electronic Crime Bill, 2013.²

1.4 E-Governance Applications in Government Offices

Various governmental ministries/agencies can be accessed through internet as now these have constructed their websites which provides the relevant information of concerned ministries and agencies to the public. Since 2000, the National Database and Registration Authority (NADRA)³ has started computerised services which include Computerised National Identity Card (CNIC), child registration, development, up-gradation and maintenance of citizen database, sharing of national data with other departments and online bill payment facility etc. Online Processing of Hajj Applications⁴ and status tracking system which help in filling the applications forms of few hundred thousands, dissemination of results of balloting and provide general information regarding hajji's (term Hajj & Hajji; a religious obligation of Muslims visiting the Holy Kaba to perform a prayer called Hajj: Pilgrim & the performer called Hajjis). Electronic Federal Board of Revenue Portal(e-FBR)⁵ provide comprehensive self-service regarding quick and simple way of filing the tax returns, registration, enrolment, sales tax, income tax etc. E-filing of tax returns provides distinct privileges to taxpayers and tax officers having their respective functions. Many other departments have started providing timely and efficient e-service to citizens.

² E-Government Country Assessment Report Stock Taking of Pakistan's e-government Policies, Initiatives, and Way Forward 2/4/2014

³ www.nadra.gov.pk/index.php/about-us/profile

⁴ <http://pide.org.pk/pdr/index.php/pdr/article/viewFile/2634/2601>

⁵ <https://e.fbr.gov.pk/>

1.5 E-governance in Passport Offices

To travel for any purpose internationally Pakistani citizens are issued a document called Pakistani passport. It is currently being issued from regional passport offices with a reformed form of passport called as Machine Readable or Biometrics Passport. Passports are issued by the Director General Immigration and Passport and attached with the Ministry of Interior. The passport office of Islamabad, Pakistan is also responsible to deal the matter regarding issuance of visas, Pakistani citizenship and renunciation certificate of Pakistan's citizenship. That existing manual system is being replaced by the machine readable passport and visas. Currently 25 foreign missions and 80 regional passport offices have been equipped with machine readable passport system⁶.

1.6 Significance of the Study

The main focus of this study is on the citizen needs and views perspective. The significance of this research is to further improve the clients' satisfaction level and to enhance the awareness level of the clients. This study helped the government to identify the important service quality elements which can be further improved in the future. None of the study has been found from the literature in Pakistani context which identifies the factors which could lead to positive changes to reform the service delivery whether computerisation is successful in terms of meeting the citizen expectations. So this study will be a good contribution to the literature.

1.7 Research Questions

So, the key questions this research is addressing are:

1. What role does computerisation play in facilitating the public?
2. Whether the public are satisfied by the available facilities of services delivery?
3. Do the public demand the same model in all other offices in the country?
4. Do the people still face issues in availing these facilities?

⁶ <http://www.dgip.gov.pk/Files/Offices.aspx>

1.8 Objectives of the Study

This study aims:

1. To show the role of computerisation in facilitating the clients in passport service delivery.
2. To analyse the satisfaction level of the clients regarding the computerised passport services.
3. To suggest ways for further improvement in the quality of computerised passport services.

1.9 Limitations of the Study

The study has few limitations some of which are as follows:

- The study is only limited to regional passport office Islamabad, Pakistan.
- As the targeted population were the residence of Islamabad City and its surroundings. Therefore, the results of this study cannot be generalised to overall Pakistan as it may vary if the targeted population extended to the areas other than selected study area.
- This study based upon the knowledge of all relevant studies carried out for facilitating the public through e-governance. Even though, an effort has been made to include literature from all relevant studies, but it is likely that some important studies have been missed.

1.10 Organisation of Study

The current study consists of five chapters. Chapter 1, include the brief introduction of the topic, statement of the problem and significance of the study. Chapter 2 give review of literature available. Chapter 3, elaborates the research methodology and theoretical frame work of the study. Chapter 4, expressed the data analysis and Chapter 5, describes the conclusion and policy recommendations of the study.

CHAPTER 2

LITERATURE REVIEW

The studies on the role of technology use relating to passport services delivery in Pakistan are missing. However some study undertaken in Bangladesh relating to reforms projects in passport services. Rahman (2001) stated in his book reforming the civil services for government performance that the government is contending with the private sector in modern countries to meet the need of citizen. There is need for restructuring of governments services to improve the services delivery by introducing result oriented and performance management and development of institutions.

Rotter (2003) defined the e-government as ‘information system used to handle the public administration process by adopting information and communications technology’ which could lead to improved service delivery of public services, better interaction among business, industry and citizen with improved access to information or more efficient and prompt government management. This result in numerous benefits which include increased transparency and accountability, greater convenience, less corruption, better efficiency and more citizen involvement and cost reduction for both adopter of e-government services and government. Some authors argued Gupta and Jana (2003), Jaeger (2003), Relyea (2002), and World Bank (2003) e-government also encourages participation of citizen in political processes and facilitates them by provision of enhanced and new services. Notwithstanding, the establishment of government agencies online is relatively slow comparing to many private organizations. The number of studies like Accenture (2003), Accenture (2004), Accenture (2005), Jaeger (2003), Moon (2002), Reddick (2004) and Wescott (2002) have discussed the reasons for comparatively dawdling spread of e-government services. They identified numerous reasons, which are confidentiality and security, incompetency in computer skills, poor nature of government procurement and financing practices, and absorption of organizational change.

The public access ICTs deployment did not have long history around the world. The deployment of ICTs has some commercial orientation. Some of the author like Phillip and Foote (2007); Roman and Colle (2002) have argued that ICTs public projects can contribute significant benefits to communities and in some cases according to Bar and

Best (2008) these may generate over and above possible benefits with the access to other type of ICTs.

According to Islam and Khair(2012) technological advancement is the driving force of change and reform in the globalised world where e-government is the subsequent to render services to the people in the public administration. United Nations (2001) elaborated that e-government system has been used by the every government, now a days to provide services to their citizen in efficient and effective manner and even more faster than any previous time.

Kumar and Best (2006) have investigated that the use of certain services is positively associated with the availability of e-government services at public excess point. They documented that this also leads to lower the level of corruption in service delivery. The researcher also founded in this study that there is an increase in use of old age pension and birth certificate when the citizen come to know lower cost is involved when it is accessed it from the internet install including people who would otherwise availed this service by traditional means. Bertot et al., (2006) established that internet service and library computing has played significant role in rendering and accessing the government services.

A study conducted by SsweanyanaandBusler (2007) in Uganda on a large sample firms consist of one hundred and ten firms on extent of adaptation and usage of ICT and explored that majority of the respondents of the study strongly agreed that ICT contributes by increasing efficiency, increasing savings, reducing transaction cost and improving market performance of the firm that firm invests in ICT. They concluded that developing countries followed same patterns ICT adaptation and usage as by the developed countries. But, various factors such as software, hardware, ICT professionals and internet affects the level of usage and adaptation which prevent governments to adopt appropriate strategies.

The Commonwealth Telecommunications Organisation (CTO) conducted a research (2008) in India, South Africa and Ghana which evidenced that the provision of public services affected by demand and supply factors through local e-content. The report concluded that in South Africa, the main reason for the respondents not to use the services was expense while least important was the perceived lack of demand for

services. On contrary to this, no need for the e-services was mentioned by the Indian and Ghanaian respondents as the main reason and least important was mentioned as local language issues.

Heeks (2001) investigated that the good governance can be achieved by making use of ICT. He analysed the case studies from various countries such as Honduras, Chile, South Korea and Philippines and outlined three major contributors of e-governance: connecting citizen (e-services and e-citizens), improving government functions (e-administration) and building of external relationships (e-society). He concluded by identifying the two major challenges that developing countries confront while implementing the e-government successfully: tactical and strategic challenge of closing design-reality gap and e-readiness adopting best available practices in e-governance projects in case of avoiding failure and achieving success.

In an article by Schuppan (2009) shared his experience from Sub-Saharan African countries, addressed various cultural and institutional contexts which need to be considered while implementing e-government in this region. He took the case studies of e-governance of Kenya, Ghana and Tanzania and viewed that certain minimum preconditions must exist in the country for the developmental potential of e-government and these must be taken into account for implementation. The implementation of e-government in Africa is required longer preparations and project times because of these institutional conditions. He suggested that wide range of administrative contexts and rationalities must be considered while implementing the projects and strategies of e-government. He concluded that for successful implementation of e-government in this region, a context-oriented approach is more promising.

Pathak et al., (2008) conducted research on e-governance, corruption and public service delivery by drawing a comparative study of Ethiopia and Fiji and established that e-governance is positively associated with corruption reduction and improved government-citizen relationship. They used a structured questionnaire and drew a sample of 400 respondents each from Ethiopia and Fiji, to explore the perceived role of e-governance in cutting down corruption. He further suggested that e-governance significantly contributes to improve the public services by improving the overall relationships between citizens and governments.

In another research article, Pathak et al., (2009) explored the perceptions of general public service delivery in Fiji that to investigate the potential of e-governance to improve governance and reduce corruption. They concluded that service delivery oriented information technology proved a multi-pronged and effective strategy to reduce corruption in the public sector of Fiji.

Adeyeye and Aladesanmi (2010) published an article namely “Aligning ICT for Service Delivery in Nigerian Local Government” in which they highlighted the challenges faced by the ICT applications and opportunities come from it, specifically service delivery side. Findings revealed a low level of ICT presence and application in local governments’ sampled data. They indicated that the deprivation of local government from efficient delivery of basic services was mainly because of lack of web presence and portal. Moreover, most of the councils were pierced by bureaucratic lethargy. They also suggested that local governments’ councils need to integrate with web based applications to catalyse data processing, harvest data, and develop capacity building and telecentres into National ICT strategic plan.

Ramessure (2009) explored the effect of e-governance through introducing a specific service of learner’s license in case of Mauritius. His research findings conclude that by the introduction of e-governance, service delivery has improved in terms of better quality, clear information, and speedy process, personalised and modernised service. He also indicated certain weaknesses attached with e-services include wrong communication, double process both manual and online and absence of feedback options. This study was limited to Mauritian public sector only and hence cannot be generalised to any other setting.

Monga (2008) investigated the experience of introducing e-governance on all level of government i.e. Local, State and Federal in India. He concluded that e-governance brought revolutionary changes in quality of service delivery to the residents by saving time because of one window service provision operation, cutting down corruption, improving transparency in administrative process, improving behaviour and attitude of civil servants, improving office and record management.

Dhakal and Jamil (2010) conducted a research considering the internal revenue offices of Kathamandu Valley as case study to know and understand challenges and problems of ICT for improving service delivery efficiently in Nepal. They indicated

that citizens viewed much betterment and improvement in terms of easier to make complain, easier to know in time information and in time service delivery. On contrary to this, data collected revealed that reporting services like decreasing discrimination and easier to report has been in improvement process. They concluded that implementation of ICT has brought improvement but there is need to have a technical know-how and skills to use ICT for delivering the services efficiently.

Various studies identified the factors that swayed to adopt the e-government services among citizens and business. Tung and Rieck (2005) sampled 128 business organisations to conduct a study in Singaporean context and developed a theoretical framework and suggested that social influences, perceived benefits, external pressure, sensitivity to cost and management readiness are positively associated with adaptation of decision of e-government services. Chan et al., (2008) explored a wider range of activities that involved in implementation of e-government and indicated four main components for the implementation of e-government: ICT infrastructure, information content, e-government promotion and e-government infrastructure. Lean et al., (2009) used a structured questionnaire to collect data from 195 respondents and tried to investigate the factors which persuaded the intention to use e-services provided by the Malaysian government. His results established that perceived usefulness, trust, perceived image and perceived relative advantage has a direct positive significant relationship while perceived complexity has negative relationship with intention to use e-government services.

Horst et al., (2007) used a sample of 238 respondents from the Netherland and aimed to find out the role of trust and risk perception of the people intention to adopt e-services provided by the government. He measured the perceived usefulness of the e-service through worry, perceived behavioural control, trust, experience, subjective norm and risk perception. Results showed that main determinant of using these services is the perceived usefulness of e-service. Gilbert et al., (2004) investigated the reasons why people preferred electronic services over traditional method of service delivery for public services. They concluded that willingness to use e-services increased, if organisations developed trust, assurance of security and accuracy, up to date information and save the one's time and money.

Bhatnagar and Singh (2010) sampled 8 projects from India to assess the impact of e-government from the client rating of computerised and manual system. He analysed the impact of client value primarily by dividing it into two dimensions: cost to the client in accessing the service and perception by the client of quality service and governance. Result showed that respondents overwhelming preference for computerised service delivery due to significantly reduction in few trips, reduction in corruption and less waiting time. Results further give affirmation of improvements through use of ICTs in delivering the government services. This model has been used by the government of India to assess the impact of all matured projects implemented at federal, state and local levels.

2.1 Gap in the Literature and Contribution of the Study

Thus, the plenty of literature has been reviewed to understand the implementation and performance of the ICT projects and e-service and e-governance in various countries like China, India, Korea, Sub-Saharan Africa and Nepal etc. All studies have concluded their research findings differently and don't have same cases at all. However, all the reviewed studies equivocally highlighted the importance of adopting and implementing of ICTs or e-governance in term of benefiting the clients or customers differently. This holds true in case of country like Pakistan where government has taken some initiatives to deliver the public service efficiently and effectively. Thus, after reviewing the literature, it has left some room for the researcher that none of the study has been found from the literature in Pakistani context which identify the factors which could lead positive changes to reform the service delivery whether computerisation is successful in terms of meeting the citizen expectations in case of Pakistan. So this study will be a good contribution to the literature. This study also helps to find out the role of e-services or computerised services provided by the public offices in Passport office.

CHAPTER 3

RESEARCH METHODOLOGY

The objective of this chapter is to explain the research methodology of study. It consists of theoretical framework, sample selection, data collection techniques and data analysis tools and techniques.

3.1 E-governance through ICT

Now a days, this is not wrong to say that the use of ICT has hijacked almost all the affairs of daily life. It has brought wonder in one's life. Wangwe and Salaam (2007) stated that the incorporation of ICT has helped to manipulate, store, transmit and deliver the information which is required by the economic and legal institutions for the purpose to control and regulate ICT usage and access and used interpersonal and social media to share the information using computerisation which helped to provide the grounds for innovation that it should happened. Asian Development Bank Institute (2007) hosted a high level seminar, in which it has been pointed out that any given society has enjoyed numerous benefits by the mercy of rapid and fast advancement of information technology in the recent years which resulted in endless e-governance and better service delivery.

The information technology has redefined the governance to e-governance which aimed to deliver services and information to the public in a more cost effective, time effective, citizen-centric and convenient manner by adopting the ICT in government agencies and institutions. On the other hand, the induction of ICT has promoted more convenient, efficient, cost-effective government services and made government more accountable to citizens. According to Backus (2001), by e-governance one can make distinction between the internally focused processes objectives and external focused services objectives. (i) The external focused objective is to meet and satisfy the public's expectations and needs by simplifying the various online services on the front office desk by using the ICT in government operational procedures made service delivery transparent, speedy, efficient, effective and accountable interaction with various clients, like business, and other agencies in general and public and citizens in particular. (ii) The e-government's internal focused objective is to expedite the

government administrative functionalities in a transparent, speedy, prompt, effective and accountable which significantly result in save time and cost.

3.2 New Theory of Public Management (NPM)

The new public management theory was introduced by U.K, New Zealand and Australia in late 1970s by adopting the ICT applications in delivering the public services. According to Common (1998), it reformed and dominated the thinking to initiate the public sector reform which hailed a new paradigm of public management and ultimately led emergence of new theory of public management. Several factors caused New Public Management Theory (NPM), some of these are: government's fiscal crises, haughty bureaucracy, scanty performance of various public sector arenas, corruption, lack of accountability, transformation of people expectations and advent of improved means of public service delivery. Traditionally, the large governments were poor performing being irresponsible and unaccountable to their citizens while it was dominated by a wave of private sector competitive and clients oriented strategy which was altered with customer driven, result oriented and effective government latterly. This has reinvented the government from traditional bureaucracy to modern bureaucracy and transformed its role as 'steering' rather than 'rowing'.⁷The NPM philosophy emphasized that the modern government has to be competitive, customer oriented and result oriented which provide a room for ICT to play its role to enhance the effectiveness in government services. Thus, the theory of new public management provide a sound theoretical foundation for ICT, to strengthen its need and importance in the delivery of services in the public sector.

3.3 Theory of Governance

No one can deny history, it is said that the concept of "governance" as old as human civilization. Governancemeans that the process of decision making and the process through which these decision are implemented (or not implemented) (UNESCAP accessed on 2Nov. 2015).In developmental discourse, governance has been placed as

⁷Osborne and Gaebler (1992) suggested ten principles of NPM which are: catalytic government, competitive government, community-owned government, mission-driven government, customer-driven governments, result-oriented government, anticipatory government, enterprising government, market-oriented government and decentralised government.

a key point now a days and incorporated as crucial element in the developmental strategy.

The various aid donors (bilateral or multilateral) define governance in their own perspective. The Asian Development Bank defined governance by enlisting participation, transparency, predictability and accountability. On the other hand, Rahman and Robison (2006) highlighted that UK Department for International Development enlists four pillars of effective states such as authority, accountability, responsiveness and legitimacy while UNESCAP highlighted eight major elements of good governance like participatory, accountable, consensus oriented, responsive, transparent, equitable, efficient and effective, inclusive and follows the rule of law.

The societies unable to pursue aforesaid principles can lead to poor governance and ultimately to failed states and give birth to economically and socially unsustainable societies. The bad governance often result in incapacitated and unstable institutions, incoherent policies and ineffective federal government with no legitimate mandate which eventually come up public discontent, unfair societies and unstable economies. Gessi et al., (2007) stated that good governance helps to control corruption, values the minorities' views and rights and give importance to the voice of the most vulnerable in the society in the decision making. An ethical responsibility of good governance lies on the government to become more efficient and responsive to meet the present and future needs of their citizens.

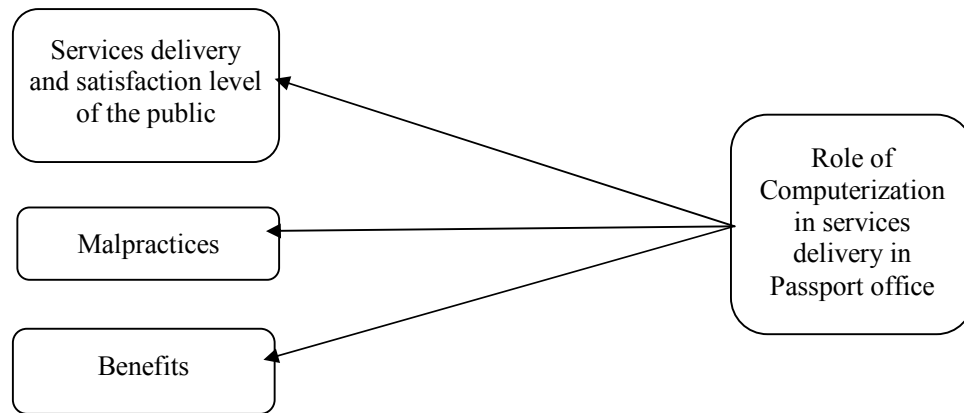
Therefore, the true spirit of the concept of governance is to making the bureaucracy more responsive and transparent so, the use of information of technology have great importance in delivering the public services in the governance theories.

3.4 Theoretical Framework of the Study

Public services are commonly believed and characterized as inefficient, ineffective and unresponsive. But in the recent years, this concept has been negated and governments have become serious and some reforms have been initiated. By introduction e-government and e-services public sector has been transformed into responsive, effective and efficient which is completely supported by the New Public

Management Theory. Likewise, the theory of governance also stressed on adopting the ICT in the government sector for making the services client or customer focused. Thus, both the theories governance and new public management facilitated to boost the importance and need of information and communication technology for delivering the services. Pakistan has introduced computerised services regarding immigration and allied services. The computerised services can inevitably upsurge the general status of immigration and visas services in Pakistan. Many dimensions are contributing towards the role of computerisation but I believe three are more contributing to the role of computerisation in service delivery which are economic benefit, good governance and quality of service which are shown in model below:

Figure 3.1 Conceptual Framework



Source: Author

A theoretical framework has been proposed for the development of hypothesis based on three factors which sway the effectiveness of computerisation in facilitating the people in public sector.

3.5 Description of the Study Area

The regional passport office Islamabad, Pakistan is located in G/10 Markaz of capital territory of Islamabad. In order to achieve the objectives of the study, regional passport office Islamabad was purposively selected because of high literacy rate, more awareness of public about e-services and computerisation, well equipped with modern

facilities and more abroad travelling by the public from this city. This is the main hub and head office (Directorate of Passport) of the Passport & Immigration. This office is well equipped and providing the computerised services to the public.

3.5.1 Demographicsof the Study Area

Islamabad city is the capital of Pakistan which located in Islamabad Capital Territory. According to Raza (2012) total population of Islamabad is 2 million approximately and neighbouring twin city of Rawalpindi, which has a population over 4.5 million(Frantzeskakis, 2009). It is the third largest metropolitan area i.e. Islamabad-Rawalpindi in the Pakistan.

Pakistan Bureau of Statistic estimated that population of Islamabad was around 1.67 million in 2011. Due to ethnic mix of population, Urdu language is widely and predominantly spoken in the country. Pothwari language is also spoken and to some extent English too. Some other languages like Punjabi, Pashto and Sindhi are also spoken.Around 1 million migrant have settled here coming from Punjab with the majority of (691,977), from Sindh around (210,614) and remaining from Federally Administered Tribal Areas(FATA), Khyber Pukhtoonkhawa(KPK), Baluchistan, Gilgit-Baltistan and Azad Kashmir(Pakistan Bureau of Statistics, 2014).

According to Pakistan Bureau of Statistics (2014), the59.38% population belong to age group of 15-64 years where on 2.73% has age above 65 years and about 37.90% belongs to age below than 15 years. Islamabad city has 88% the highest literacy rate in the country. It has about 185,213 labour force with approximately 15.70% unemployment rate. The largest religion is the Islam in the city with 95.53% Muslims and around 98.80% in rural areas while 97.83% in the urban areas as per census of 1998. Christianity is the second largest religion around 4.07% while Hinduism accounts only 0.02% and around 0.03% accounts other minorities.

3.6 Data Source

In this case study, primary data is directly collected from respondents who visited the passport office to get the passport through e-services.The very purpose of the primary data as it is current and provides the realistic views and facts of the study undergone.

3.7 Sampling Technique and Sample Size

Firstly, the researcher directly approached the Office of the Assistant Director of the passport and requested him to allow to get fill the questionnaire from the visitors of passport office. But, he straight away refused and told it is against the policy. However, you may need to get permission from DG Passport. So, the researcher approached the DG Passport with the help of a friend. Finally, he allowed for 16 days (5-20 October, 2015), after a comprehensive briefing of the research by the researcher. The sample was chosen among the visitors of Islamabad, passport office from October 5 to October 20, 2015. The researcher used to catch the every visitor to get fill the questionnaire after giving them brief about the questionnaire. Some of respondent was reluctant to give information. However, for each working day 40 questionnaires were filled and total of 480 questionnaires were filled for 12 working days, in which only 300 questionnaires were correctly filled.

The sample size of the study is 300 respondents who visited the passport office, Islamabad. As sample size was calculated at 95% confidence level and 5.7% confidence interval as the population is unknown. The respondents had been selected based on simple random sampling technique. Each individual visiting the Islamabad passport office is considered as the sampling unit of the present study therefore, every individual has a chance to be selected as study respondent. Yates et al., (2007) that each individual is chosen randomly and entirely by chance, such that each individual has the same probability of being chosen at any stage during the sampling process.

3.8 Data Collection Tools and Technique

This study purely based on field research so, a survey was conducted in the purposively selected passport office, Islamabad. To complete the survey, a closed-ended (structured) questionnaire (see Appendix-A) was used to collect data from the respondents. Questionnaire is a research instrument in which questions are systematically placed to extract the desired responses from targeted respondents to measure variables of interest under research (Oppenheim, 1992). Leary (1995) elaborated that questionnaire has many advantages as a tool of data collection as it is less costly and easier to manage and administer. It offered complete confidentiality and made group administration easily. It helped to accumulate the necessary

information in the form of close-ended questions from the respondents to fulfil the objective of the study. In order to enhance the effectiveness of the e-services, only one open-ended question was asked from the respondents to draw policy recommendations/suggestions to achieve the objective of the study.

3.9 Data Analysis

The data collected through questionnaire was in raw form. First of all, raw data was coded (see Appendix) that how it should be quantified and entered in the statistical package for social sciences (SPSS) and how to draw frequencies from it. The collected data has been analysed by using SPSS for reporting results and drawing conclusions. The data is summarized according to the objectives of the study and is presented in frequencies table and graphs to display the opinion of respondents on specific themes to establish the conclusion.

CHAPTER 4

DATA ANALYSIS

The objective of this chapter is to give a detailed analysis of the data collected through field survey. These are given in subsequent section.

4.1 The Demographics of the Sample

The survey was completed by 300 respondents who visited the Regional Passport Office, Islamabad for any of the purpose to get the passport services. Their demographic profile is discussed in coming part of this section with the help of descriptive and graphical representation.

4.1.1 Age and Education of the Respondents

The data from the table 4.1 revealed that average age of sampled respondents was 33 years with minimum and maximum as 22 to 58 years respectively. The average education of targeted population is graduation which range 12 to 18 years of education.

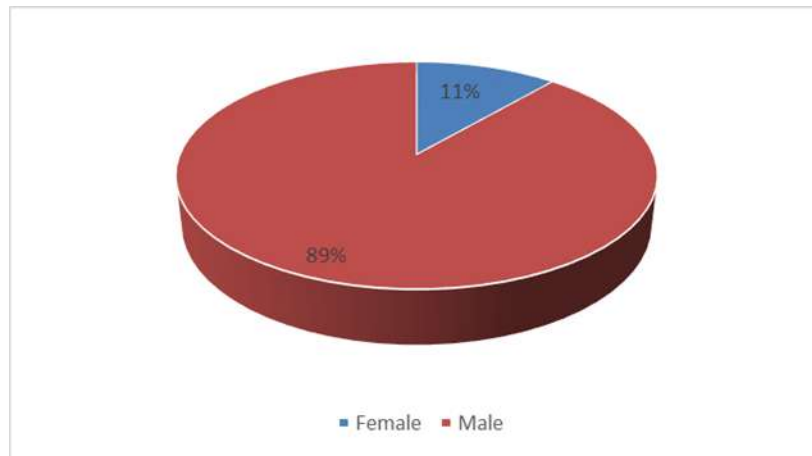
Characteristics	Mean	Minimum	Maximum	Standard Deviation
Age	33.63	22	58	9.60
Education	15.26	12	18	1.54

Source: Field survey

4.1.2 Gender of the Respondents

The figure 4.1 depicted that a total of 89% of targeted population was male and only 11% was female. From this it can be concluded that female was reluctant to take part in the study.

Figure: 4.1 Gender Distribution of Respondents

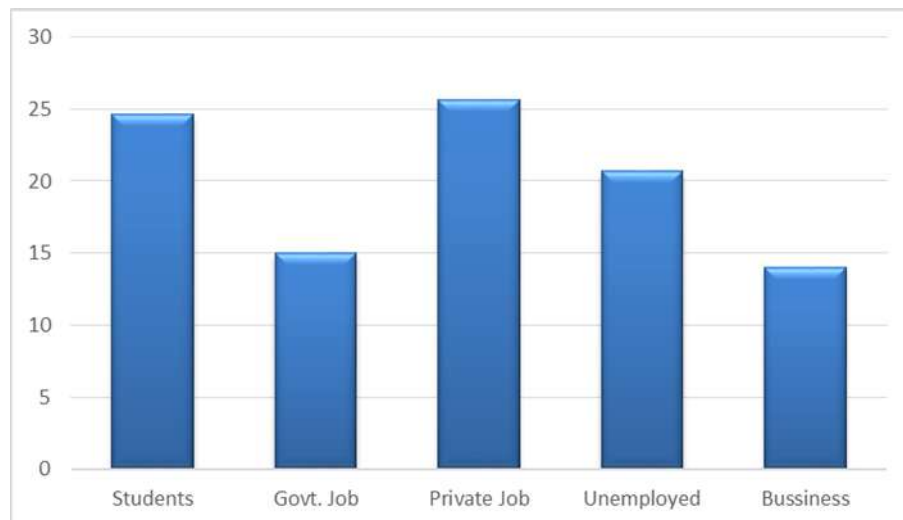


Source: Field Survey

4.1.3 Profession of the Respondents

The figure 4.2 revealed that the targeted population comprised of 25% students, 15% government job holders, 26% private job holders other than government job, 21% unemployed and 14% are the businessman among the respondents.

Figure: 4.2 Distribution of Respondents by Profession

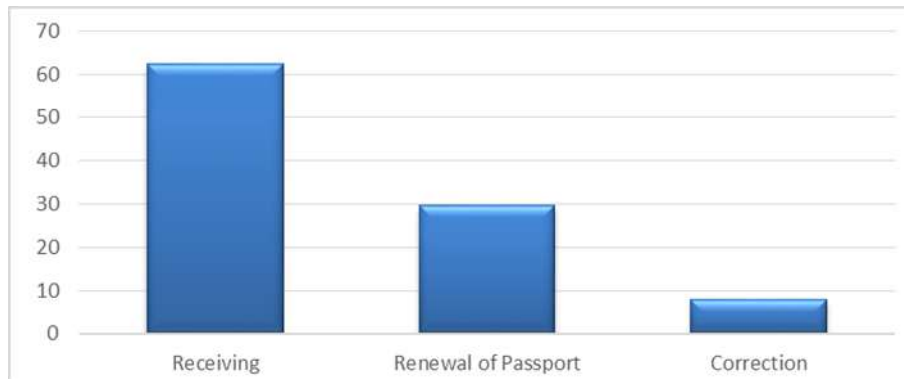


Source: Field Survey

4.1.4 Classification of respondents by Purpose to Visit Passport Office

The figure 4.3 depicted that a total of 62% of respondents were visiting the passport office for receiving their passport while 30% for renewal of passport and 8% for the correction of the passport. Correction ratio is very low which showed that electronic services has overcome lot of discrepancies which caused by the manual system.

Figure: 4.3 Respondent's Purpose to visit Passport Office

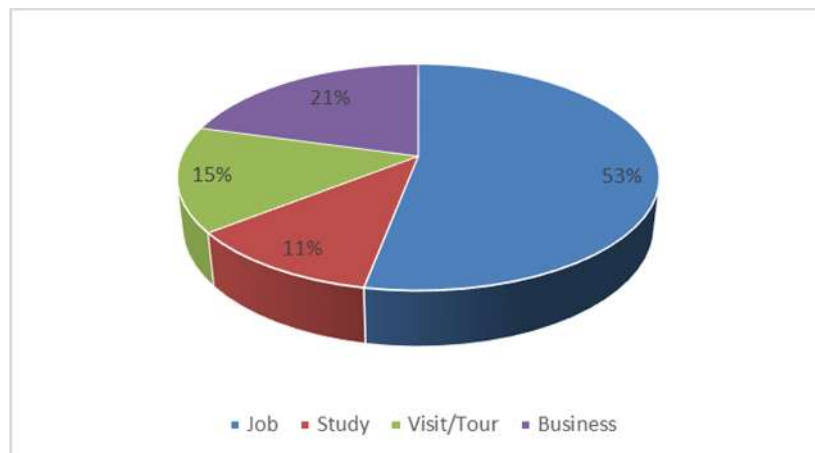


Source: Field Survey

The

figure 4.4 represented that a total of 53% of targeted respondents' purpose was to obtain the passport is job, while 21%, 15%, and 11% respondents showed that their purpose was to study, visit/tour and business respectively.

Figure: 4.4 Purpose of Obtaining the Passport

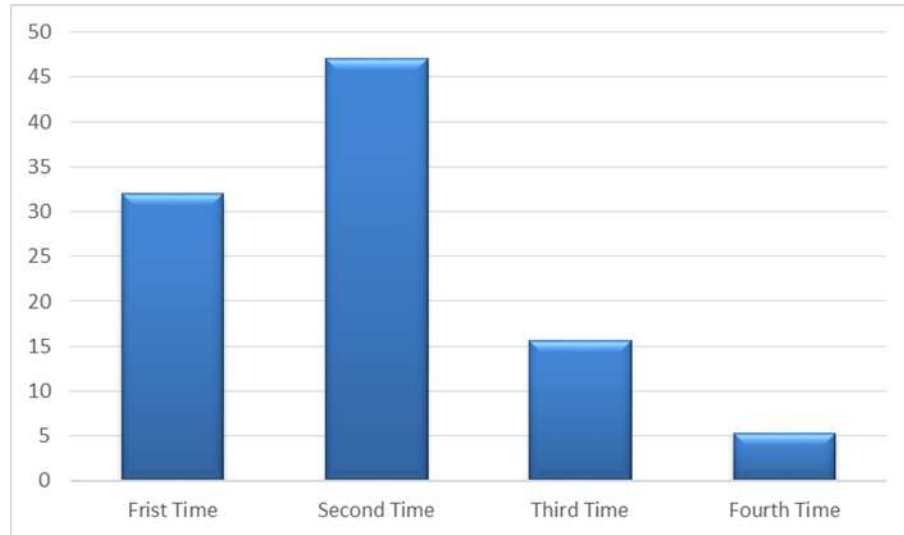


Source: Field Survey

4.1.5 Times of Getting Passport

The respondents were asked a question that how many times you get passport? The purpose of asking this question was to know the fair perception of the respondents regarding the manual and computerised systems. The figure 4.5 revealed that majority of respondent 46% were getting their passport second time, 32% first time, 16% third time and only 5% on the fourth time.

Figure: 4.5 Times of Getting Passport



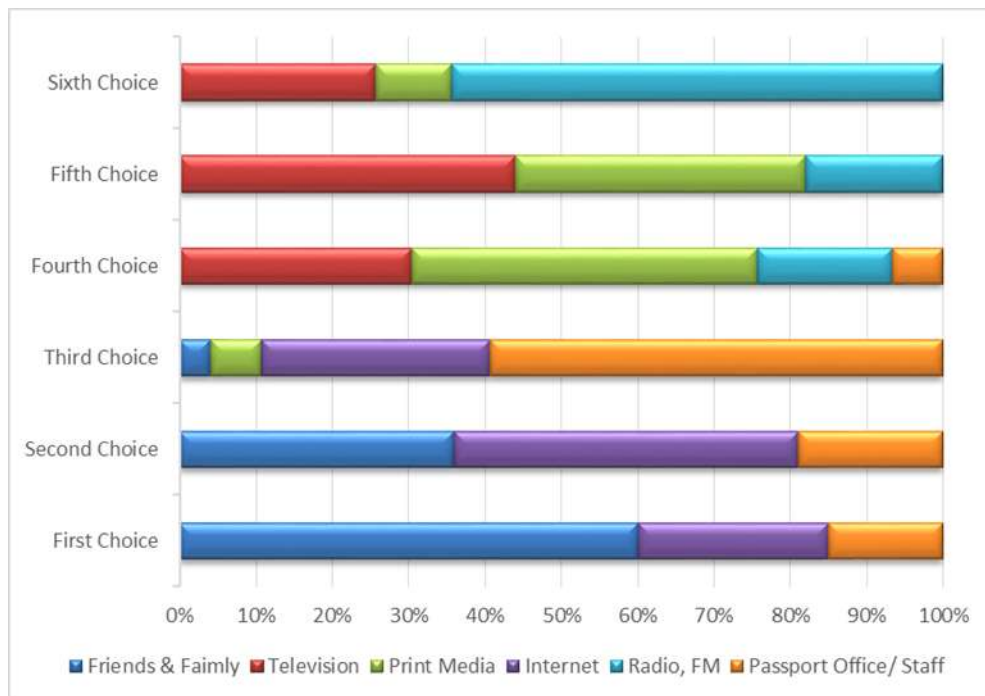
Source: Field Survey

4.2 Awareness about the E-services provided by the Passport Office

Awareness plays a vital role in availing and understanding any service, one can enjoy better services if, he or she is aware about its process and procedure thereby ensure better receiving of services.

In order to know about awareness of the respondents about e-services provided by the passport office, this question was asked in two parts. First, awareness about the services and secondly, what is their source of information. They were asked to rank these sources.

Figure: 4.6 Source of Information about the Services Provided by Passport



Source: Field Survey

To know about the awareness of e-services provided by the passport office, the respondents were asked “Are they aware about the e-services provided by office or not?” Figure 4.6 revealed that 70% of the respondents are of the opinion that they know and are aware about the e-services provided by the office and 30% said they don’t know. The respondents who were aware about the e-services also asked to rank the source of information. The data and the graphical representation revealed that 60% of the respondents ranked the Friend and Family, 25% ranked Internet and 15% ranked Passport Office/Staff as first choice as source of information. From the above data 35% ranked Friend and Family, 47% ranked Internet and 18% ranked Passport Office/Staff as second choice as source of information. The third choice constitutes 3% Friend & Family, 7% Print Media, 30% Internet and 70% Passport Office/ Staff respectively. The major portion of fourth, fifth and sixth choice constitute Radio, FM, Television and Print Media as source of information. This shows that major source of awareness and information among the respondents about the e-services provided by the Passport Office are Friend and Family, Internet and Passport Office/Staff.

4.3 Satisfaction Level of Respondents about Services Provided by Passport Office

The introduction of e-services in passport office is considered as significant indicator for the facilitation of citizen/public through e-governance. To understand the satisfaction level of the respondents, they were asked to state their satisfaction level on 5 point Likert scale from strongly satisfied (1) to strongly dissatisfied (5) about the various services provided by the office such as security service, short message service (SMS) alert, availability of sitting chairs, online tracking system, staff attitude/ cooperation, time saving, heating/cooling, location and fee deposit.

Table 4.2: Satisfaction level of the respondents over the services delivery of passport office

Services	Scale of Ranking from 1 to 5 (%)					Total
	Strongly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly Dissatisfied	
Security Service	25	70	4	0	0	100
SMS alert	18	75	0	7	0	100
Availability of sitting chairs	17	79	0	4	0	100
Online Tracking System	13	23	12	45	7	100
Staff Attitude / Cooperation	21	75	4	0	0	100
Time Saving	17	67	0	12	5	100
Heating / Cooling	11	48	10	31	0	100
Location	30	11	12	43	4	100
Fee Deposit	4	7	14	36	39	100

For the purpose of analysis, considering the mean value and merging the strongly satisfied and satisfied, then table 4.2 clearly shows that majority of the respondents (95%) are satisfied from the security services provided, 93% respondents are satisfied

while 7% respondents have shown their concern about SMS alert facility. The data reveal that 96% clients are satisfied from both availability of sitting chairs and staff attitude/cooperation respectively. More than 50% of the respondents are dissatisfied from the online tracking facility while 83% are satisfied and 17% are dissatisfied from time saving concept, which means that they have some concern on time saving issue however, majority is satisfied. The data shows that 31%, 47% and 75% of the respondents are dissatisfied from the heating/cooling, location and fee deposit facility respectively provided by the passport office.

4.4 Public Facilitation through E-Governance

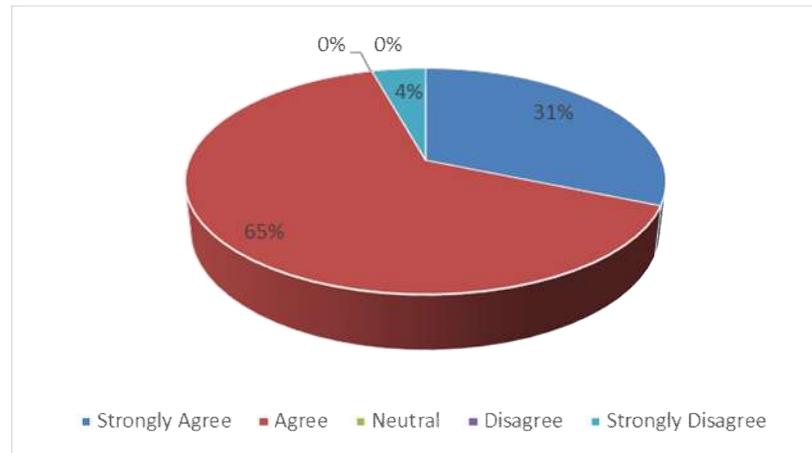
The initiative of e-services are undertaken to increase and prompt the administrative efficiency by ensuring the better way of service s delivery to the public or customers. Thus, in this study, the public facilitation through e-services was defined in terms of better and prompt service provision. The better and prompt service provision can be exposed by administrative efficiency by using the ICT in e-services. There are many indicators for the quality of e-services, some of which in terms of transparency, reduction in malpractices, cost and time effectiveness and accessibility of e-services. However, this study has considered the role of computerisation in service delivery and satisfaction level of the public, reduction in malpractices and benefits as the indicator of better service delivery.

4.4.1 Graphical Representation of Results

To accomplish the objectives of the study, many reasons favouring the public facilitation through e-governance were given and the respondents were asked to express their opinion on 20 statements through 5 point Likert scale from strongly agree (1) to strongly disagree (5). As this study is descriptive in nature. So, very results drawn from the study are presented in graphical form for better understanding and expression. The graphical representation showing the percentage frequency of results of ranking scale from 1 to 5 as stated above favouring the public facilitation through e-governance are given in the next section of the study.

The graphical figure 4.7 depict that 96% respondents are agreed that the electronic passport system reduce the possibility of bribe and favouring the e-governance and only 5% are showing their concern that the introduction of e-services will not reduce the possibility of bribe in the system.

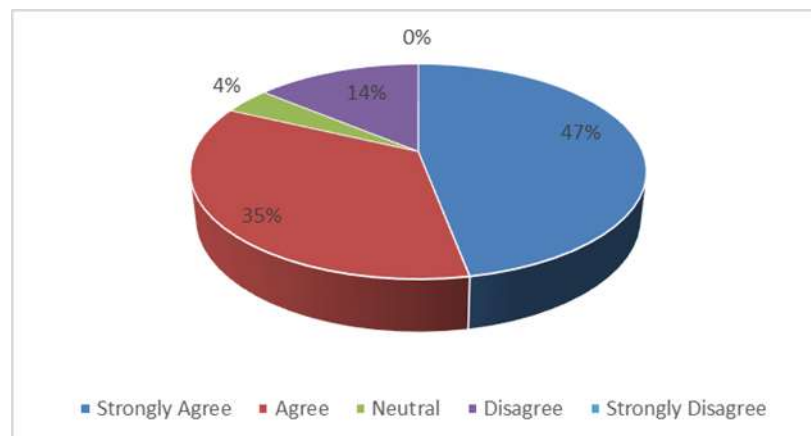
Figure: 4.7 Possibility of Bribe Reduction



Source: Field Survey

From graphical figure 4.8 show that 82% of the total clients are agreed from the design and layout of application forms are easier and quick to complete due to digitalisation, which favors the public facilitation through e-services while 14% are disagreed, and 4% are uncertain regarding design and layout of application form.

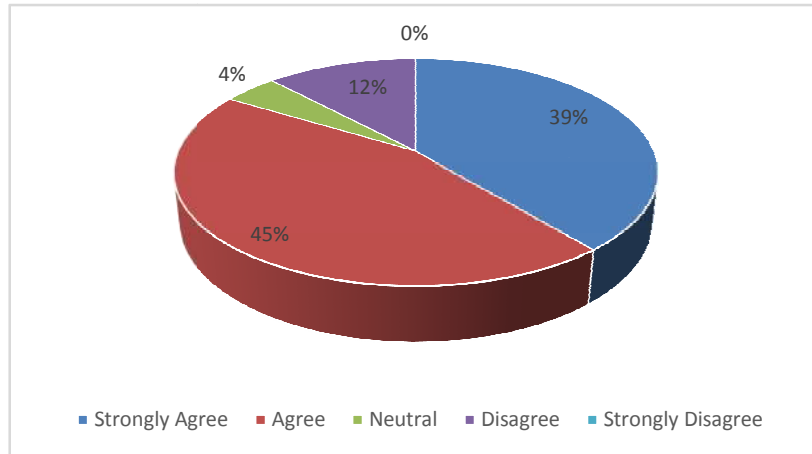
Figure: 4.8 Design and Layout of Application Form



Source: Field Survey

From the graphical figure 4.9 depicted that 84% of the respondents agreed that the complaint mechanism for electronic passport is easy as compared to manual system while 12% disagreed and 4% remained neutral with this argument.

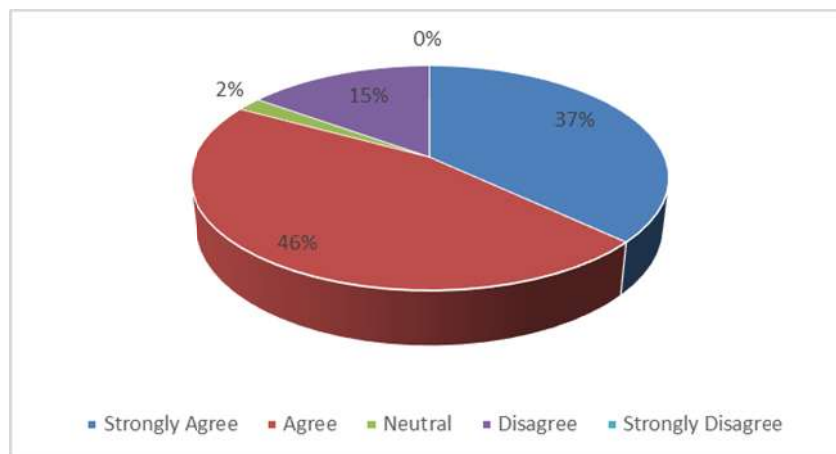
Figure: 4.9 Complaint Mechanism Handling



Source: Field Survey

The graphic figure 4.10 revealed that 83% respondents are agreed that due to induction of e-services, the performance of the staff has improved since it is possible to trace them through electronic processes while 2% are neutral and 15% are disagreed with the statement.

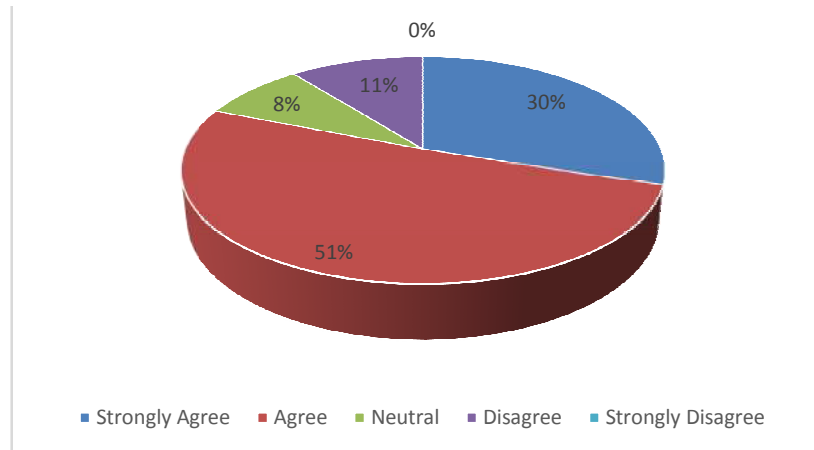
Figure: 4.10 Improvement of Staff Performance



Source: Field Survey

It is evident from the figure 4.11 that 81% respondents of the study are agreed that e-services reduced the chances of errors in data entry of electronic passport while 11% respondents are disagreed and 8% are neutral or uncertain with the argument.

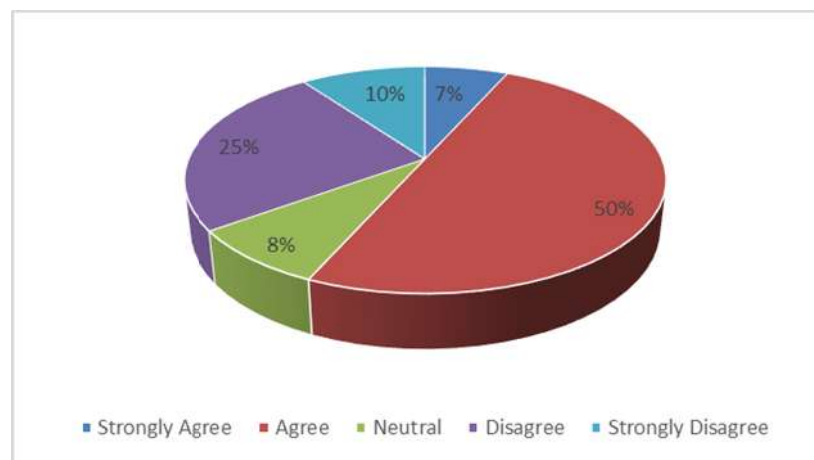
Figure: 4.11 Reduction in Chances of Errors



Source: Field Survey

The figure 4.12 clearly provide the evidence that 57% clients agreed that e-services has improved the image of the passport office in terms of their ability to serve citizens. While on the other hand, 35% respondents disagreed and viewed that the e-services have not improved the efficiency of the passport office staff.

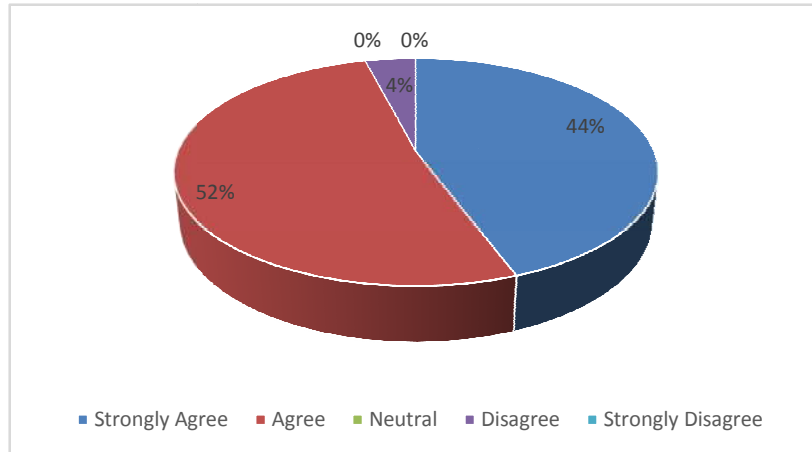
Figure: 4.12 Improvement in the Image of Passport Office



Source: Field Survey

The figure 4.13 revealed that 96% of the total respondents are agreed and viewed that e-services have helped to save time from lengthy paper based proceedings and 4% people are disagreed with the argument.

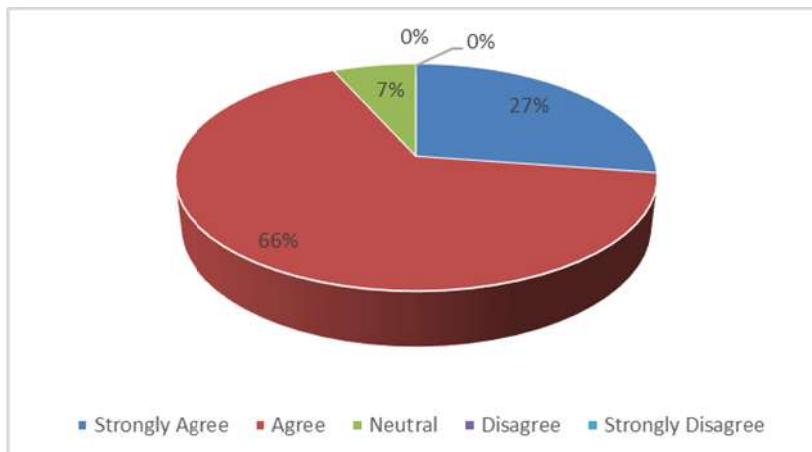
Figure: 4.13 E-services Helped to Save Time



Source: Field Survey

It is evident from the figure 4.14 that 93% of total respondents of the study are of the opinion that e-services have helped to save time due to systematic waiting call system (red numbered indicator call) while 7% are uncertain or neutral on the said argument.

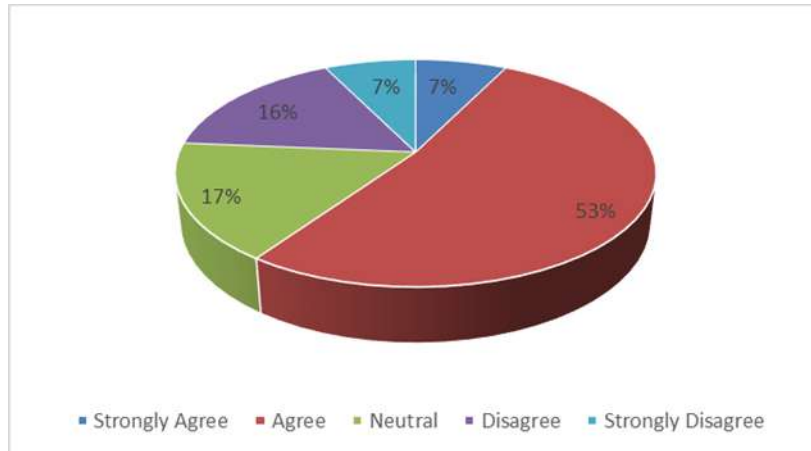
Figure: 4.14 Systematic Waiting Call System



Source: Field Survey

The graphical figure 4.15 depict that 60% respondents are agreed and viewed that electronic services in the passport office have helped to reduce the cost of availing service while 23% are disagreed and 17% are neutral with the statement.

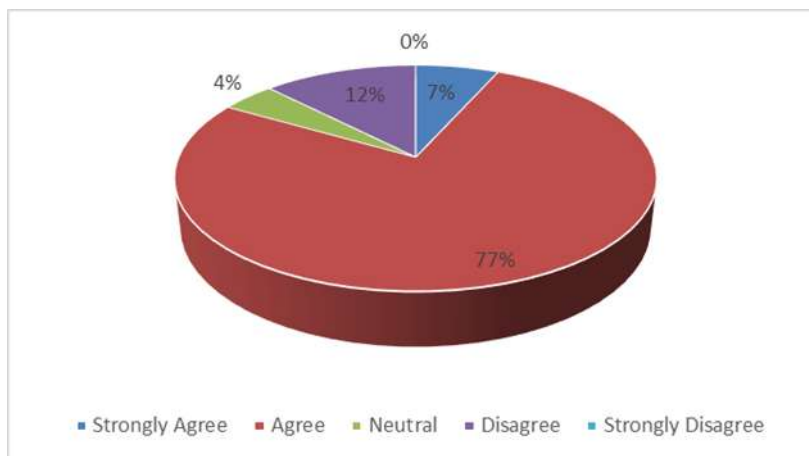
Figure: 4.15 Reduction in Cost of Availing Service



Source: Field Survey

The figure 4.16 mentioned below, revealed that 84% clients agreed that the introduction of e-services has helped to ensure the procedural fairness in the system while 12% disagreed and only 4% of the respondents remained neutral.

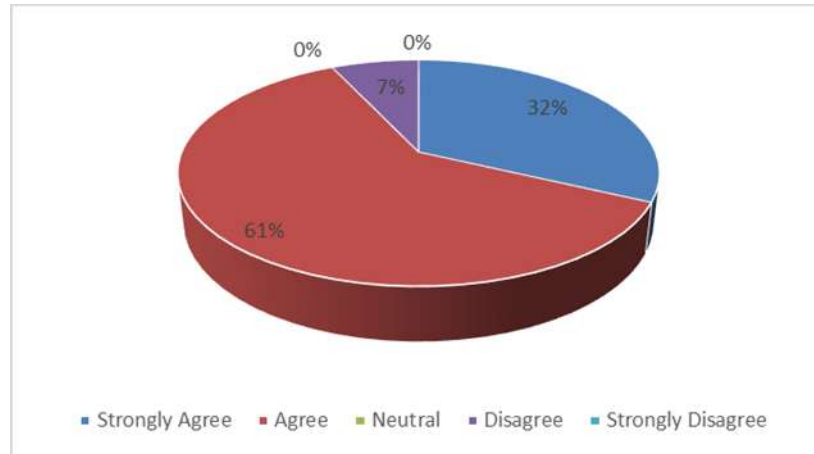
Figure: 4.16 E-services have Helped to Ensure Procedural Fairness



Source: Field Survey

The graphic figure 4.17 clearly present that 93% of the respondents agreed and expressed their opinion that the physical visits to passport office has been decreased due to SMS alert services while 7% disagreed and went against the statement.

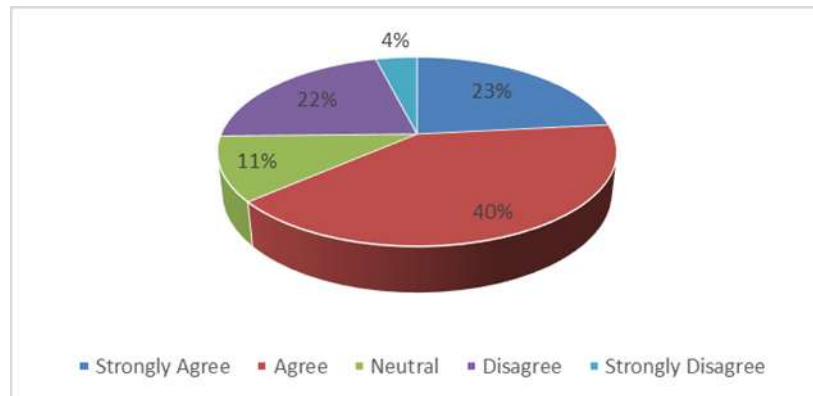
Figure: 4.17 Reduction in Physical Visits due to SMS Alert



Source: Field Survey

It is evident from the figure 4.18 that 63% respondents agreed with the view that e-services has helped to save wage loss, if any, due to time spent in availing the service while 11% were neutral and 26% disagreed with the argument.

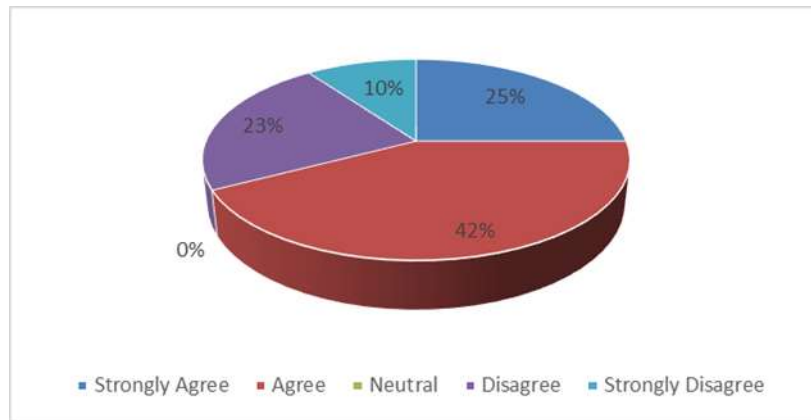
Figure: 4.18 E-service Helped to Save Wage Loss



Source: Field Survey

The figure 4.19 depict that 67% respondents agreed that database records are better maintained and updated as result of electronic system while 33% respondents disagreed and viewed differently on the statement that database records are better maintained and updated as results of e-system

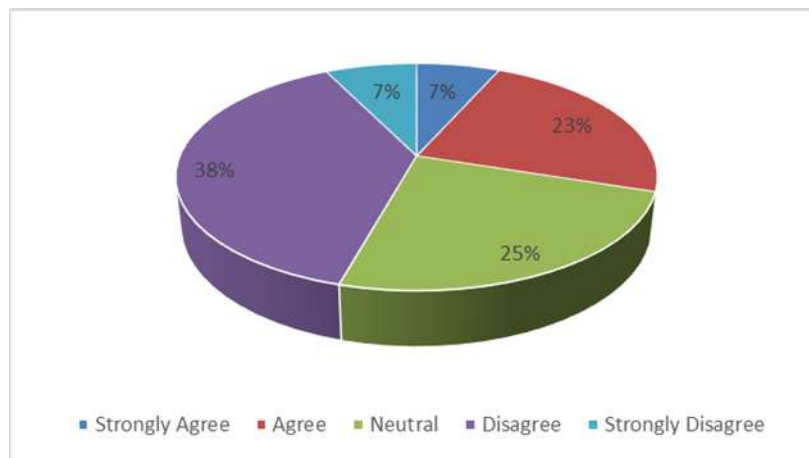
Figure: 4.19 E-System helped to better Maintain and Update Records



Source: Field Survey

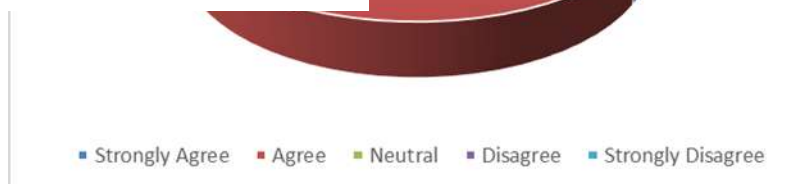
The graphical representation figure 4.20 demonstrate that 45% respondents of the study disagreed that the present location of the passport office is appropriate while 30% agreed and 25% were neutral with appropriateness of the present location of the passport office.

Figure: 4.20 Appropriateness of Location



Source: Field Survey

The



Source: Field Survey

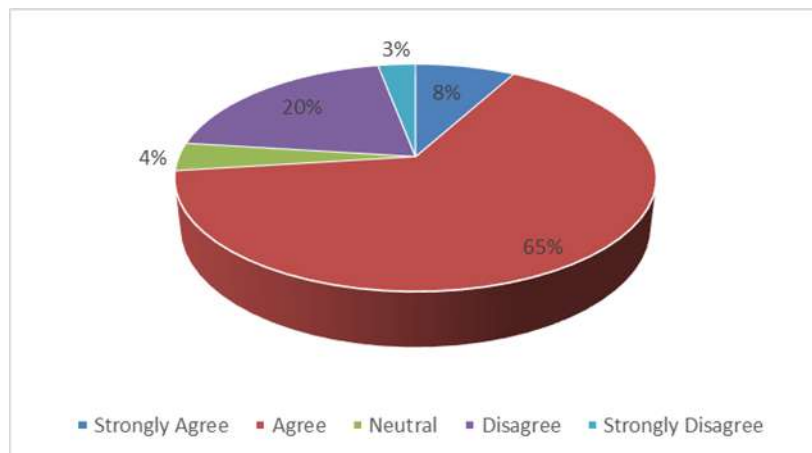
system

figure

4.21 revealed that a total of 94% respondents are agreed and viewed that record checking of the data is easy as compared to manual system of services while 6% are neutral.

The graphical representation figure 4.22 clearly showed that a total 73% respondents are agreed that the implementation of e-governance applications has helped to improve the image of the government while 23% are disagreed and 4% are neutral with the argument.

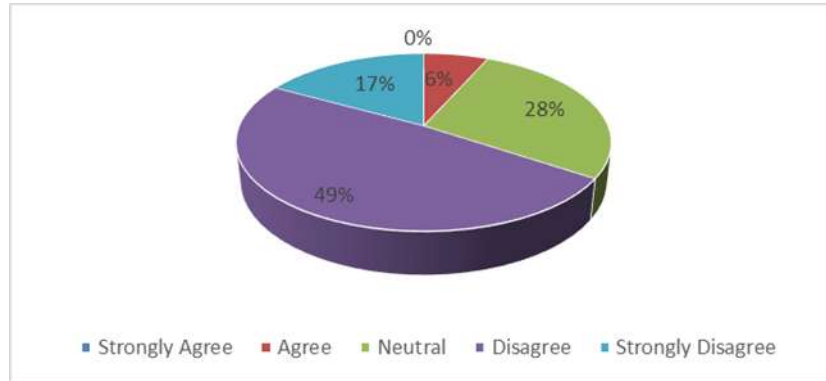
Figure: 4.22 E-government helped to improve the Image of Government



Source: Field Survey

The figure 4.23 revealed that 66% of the total respondents are disagreed that e-services are inline with requirements of the clients while 6% agreed with the argument and a significant figure 28% respondents are uncertain with inlinement of services according to the requirements of the customers

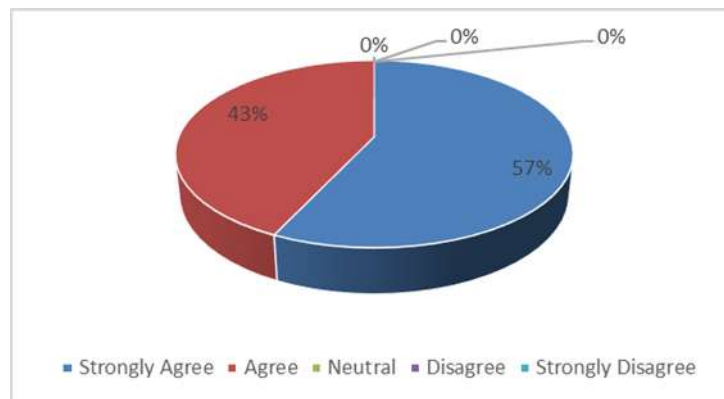
Figure: 4.23E-services are inline with requirements of the clients



The figure 4.24 display that all 100% resopndents are agreed that government should still improve the e-governence in the system.

Source: Field Survey

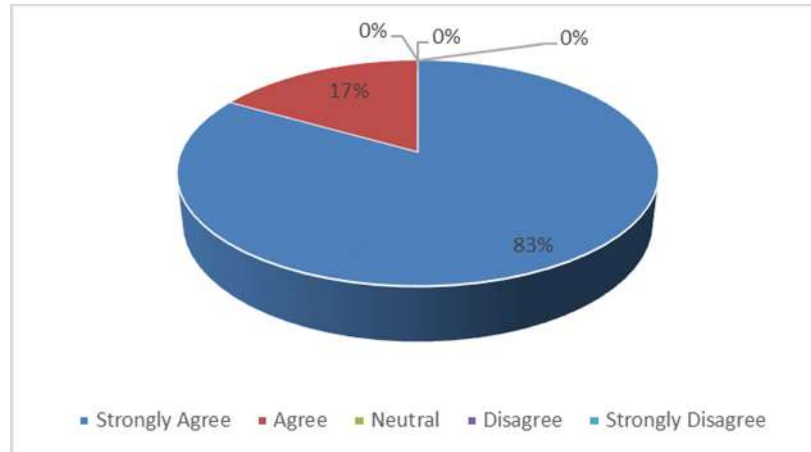
Figure: 4.24 Government need to improve E-governance



Source: Field

The graphical figure 4.25 revealed that 100% respondents are agreed and viewed that more government departments/ agencies should be computerised.

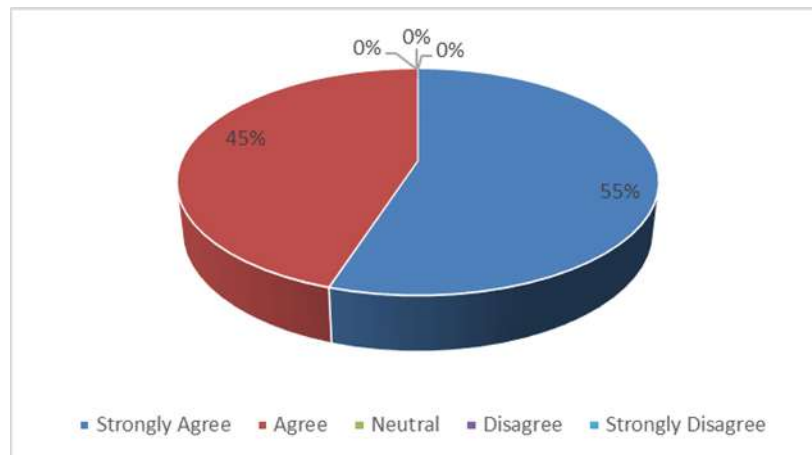
Figure: 4.25 More Government Office should be computerised



Source: Field Survey

It is evident from the figure 4.26 that 100% respondents are agreed and viewed that the output of the computerised system is more as compared to other manual system.

Figure: 4.26 The Output of Computerised System is more Compared to Manual System



Source: Field Survey

4.6 Experience of Respondents with Manual Passport and Electronic Passport

In order to compare the perception of respondents about their experience with manual passport system and electronic passport system, first the respondents were asked “Have they ever got manual passport?” on the dichotomous scale either “yes or no” was reported then. Only those respondents response have been judged who have “yes” response on the question asked because they have experienced both the system and else have been ignored. They have been further asked to rate their experience on five arguments such as reduction in procedural complexity, convenience to get passport, efficiency and effectiveness of the system, service area facilities and realisation of client expectations by making a comparison on a 3 point scale of better, same and worst..

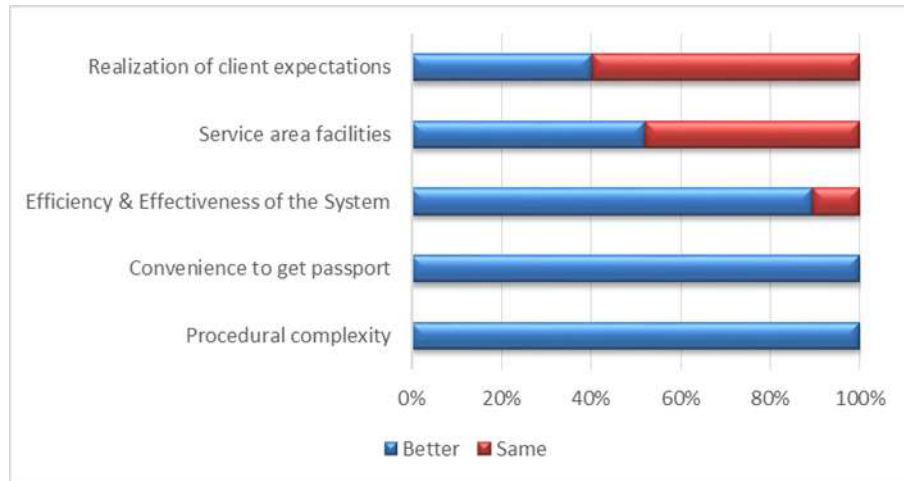
Table: 4.3 Response of Respondents on Manual Passport

Have you ever got manual passport?	Frequency	Percent
No	96	32
Yes	204	68
Total	300	100

Source: Field Survey

The data from the table4.3 revealed that 68% respondents have got both manual passport and electronic passport while 32% of respondents do not have experience to get manual passport. Moreover, respondents clearly stated their experience in the figure 4.27 by making the comparison among both the system. It is found that 100% respondents are of the opinion that procedural complexity and convenience to get passport has gone better while 90% of respondents also rated the efficiency and effectiveness of the system as better now than manual system. A total of 52% and 40% respondents among who have got passport through manual system are of the opinion that service area facilities and realisation of client expectation respectively are better than manual system and remaining 48% and 60% are indicated no change in the system. The figure 4.27 also revealed that any of the respondent did not mark worst any of the argument.

Figure: 4.27 Comparison of Computerised and Manual System

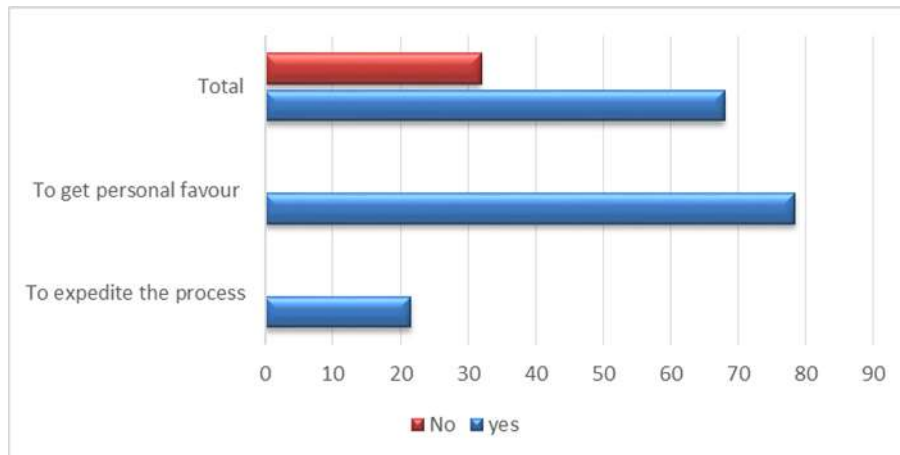


Source: Field Survey

4.7 Problems faced by Respondents with Manual Passport System

In order to know and understand the extent shortcomings and drawbacks of manual passport system, the respondents were asked whether they do pay any bribe for manual passport.

Figure: 4.28 Shortcomings of Manual System



Source: Field Survey

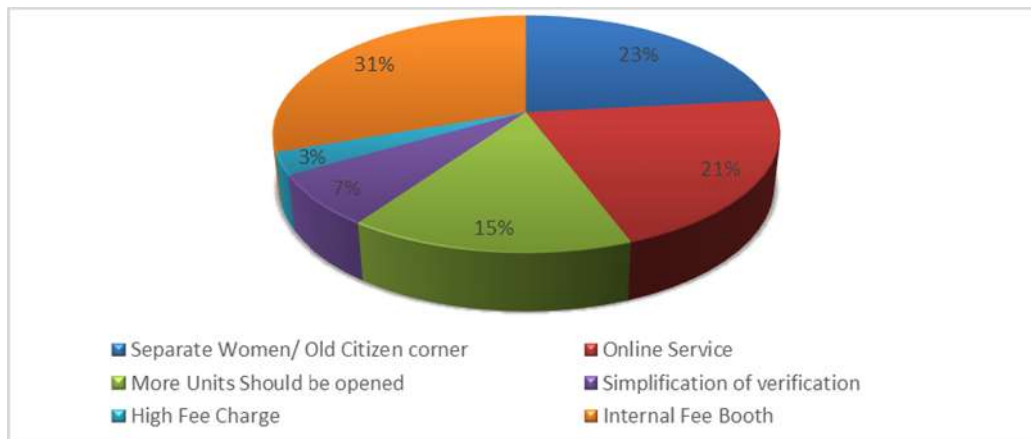
The figure 4.28 revealed that a total of 68% respondent had paid bribe, then the respondents were further asked to state the purpose of bribing to get passport through manual passport. A total of 78% respondent indicated that they used to pay bribe to

get personal favour to get manual passport while remaining 22% respondent said that they paid bribe to expedite the process. This showed that there was high financial corruption to get passport through manual system.

4.8 Suggestions from Respondents for making Effective E-services

In order to make the more effective e-services provided by the passport office, the respondents were asked to give suggestions. For the purpose of analysis, each of the questionnaire filled was observed keenly and each of suggestion given by the respondents considered as a separate variable and coded to calculate the frequencies. Later on, these suggestions was incorporated to formulate the policy recommendations.

Figure: 4.29 Suggestions for Making Effective E-services



Source: Field Survey

The figure 4.29 clearly depict that 31% respondents suggested that there must be internal fee booth while 23% of the respondents suggested to make effective e-services, there should be a separate point for the women/old citizen. The results also showed that 21% of the respondents also proposed that online services should be started however, 15% suggested that more units should be opened to have easy access to the services. The 7% of the respondents suggested that verification of data should

be simplified and only 3% respondents complained that fee charged by the office is high.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

This chapter consists of conclusion, policy recommendations and suggestions for future research.

5.1 Conclusion

This section highlights the major findings of the study about the inception of computerisation in facilitating the public based on the research objectives and research questions of the study.

The results indicated that major source of information ranked by the respondents regarding the e-services provided by passport office was the friend and family, internet and passport office/staff while print media, television and radio, FM are ranked on least level as source of information.

According to the study, the respondents have shown significant satisfaction over services provided by the offices such as security services, SMS alert facility, availability of sitting chairs, time savings, heating/cooling and staff attitude/cooperation while dissatisfaction on location and fee deposit services by the office.

The results of this study also revealed that the variables regarding the public facilitation through e-governance including service delivery, malpractices and benefits are consistent with Rotter (2003) which was further divided into 20 sub items consisting of cost of availing the service, time saving, administrative process transparency, attitude of staff, convenience of working hours, convenience of location of centre/office, complaint handling mechanism, confidentiality and security of data, design and layout of application forms, queuing system, error-free transaction, SMS alert system and consideration of further e-services in more government agencies and office. The results implied that introduction of computerised services is facilitating the clients which is consistent to Kumar and Best (2006); Bertot et al. (2006); Dhakal and Jamil (2010). They have shown significant amount of agreement with arguments which clearly providing the evidence that induction of computerisation has brought prompt and efficiency in the passport service delivery while on very few arguments

the respondents have shown their concern and dissatisfaction these include location appropriateness, online with requirements of the clients and improving the performance of the government.

Finally, the respondents experience with manual and electronic system was compared and shortcomings of the manual system was analysed. It is found that the experience with electronic system has brought much improvements in procedural complexity, convenience to get passport. The results also proved that efficiency and effectiveness of the system have improved while service area facilities and realisation of client expectations are same. The results also revealed that manual system has shortcomings and clients are used to pay bribes to official for expediting the process and to get personal favour for receiving the services while the electronic system has overcome and addressed most of shortcomings and drawbacks of the manual system.

In short, the study has observed and analysed the e-services has facilitated the public in terms of prompt and improved service delivery(Gupta and Jana, 2003; Jaeger, 2003; Relyea, 2002; World Bank, 2003). The betterment in service delivery was observed through respondent's perceptions and most of respondents agreed that electronic services in passport office are cost effective, time effective, transparent and easily accessible. These findings are consistent with studies conducted by Islam and Khair (2012) & Ssweanyana and Busler (2007). The survey results revealed that most of the components of public facilitation through e-governance are associated with the prompt and efficient delivery of electronic passport services.

5.2 Summary and Conclusion of the Study

The purpose of this study was to observe the introduction of computerisation in facilitating the clients in the passport office of Pakistan to provide the electronic passport services and to analyse the satisfaction level of the clients regarding the computerised passport services. All aforesaid objectives of the study has been achieved. The study demonstrated that the computerised delivery of passport services has served the customer in many ways. The people are well satisfied from the services offered by office. The induction of computerisation has brought revolutionary improvements in services offered by the office such as, security service, SMS alert

facility, sitting area facility, staff attitude/cooperation while have shown concern on online tracking system, heating/ cooling, location and fee deposits.

The computerisation has brought very effects on service delivery mechanism, malpractices and benefits to public. The people are much satisfied by the mechanism relating to design and layout of application form, complaint handling, reduction in errors, performance of the staff, lengthy paper proceedings and image of the office concerned. It has not only brought prompt improvements and helped to control the malpractices such as unnecessary bribes, personal favours, and procedural fairness but also improved record management and checking which is well supported by the findings of Ramessure (2009) & Monga (2008) . The study provide evidence that computerisation has helped to improve the benefits in terms of reduction of physical visits, waiting time, wage loss and cost of availing the service which is well supported by previous studies conducted by Pathak et al. (2008). The study also highlighted that some problems regarding location, fee deposit and inline requirements of clients which need to be addressed.

It is also evident from the study that government should introduce e-services in more departments/public agencies and also need to improve the e-services in the passport office. It is worth saying that computerisation can serve as a paradigm to improve and prompt the e-services and e-governance in the system to run the affairs of the state which could lead the nation towards efficient and effective service delivery and ultimately sustainable development.

5.3 Recommendations

This study sought to examine the public facilitation through e-governance and results clearly provide answer to the policy makers and government authorities that how computerisation helpful to deliver prompt and efficient services to citizen. However, following policy recommendations result from these findings:

- The major source of awareness among the citizen was friend and family, internet and passport office/staff where the television, print media and radio, FM were neglected. There is lack of advertisement and publicity to educate the client that how effectively they can receive the e-services provided by the organisation

where the government can utilise the electronic media as an effective tool for the purpose.

- Government should support the office in order to introduce or provide the Online application submission or form filling facility and corrections may be made. The government should also help the passport office to consult NADRA for the verification of data entered by the client which might helpful to reduce the data entry problem and precious time may be saved.
- To make services time effective, cost effective and to resolve the location problem, government should open more outlets or offices to provide passport services by 24/7 to make services more convenient to the citizens.
- More government office/agencies should be computerised as it lead to ensure transparency, reducing cost, reducing corruption and ultimately lead towards good governance.
- Services like online tracking system need to be improved and updated well in time so the confidence of citizen may be developed and discrepancies can be overcome.
- Fee deposits is an integral part of getting any public service but people have dissatisfaction and they need to pay fee in National Bank of Pakistan. One stop fee submission facility is recommended in the same office by introducing internal fee submission booth that all the activities are carrying out under one roof.
- Must specify a separate women/old citizen corner for their convenience.
- E-services must be in accordance with requirements of the clients. For the purpose small satisfaction survey should be conducted on regular basis that system can be improved as user friendly.
- As illiterate people also visit the passport office so for their convenience there should be banner place at the office, showing the step by step procedure in pictures.

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APPENDIX

Questionnaire

Public Facilitation through E-Governance:

A Case of Passport Office Islamabad, Pakistan

1. Please indicate your Age: (in years) (coded=no. of years)
2. Please indicate your Gender: i. Male ____ =1 ii. Female ____ =2
3. Please indicate your Business:(categorised in 5 professions, 1-5)
4. Please indicate your Education:(Schooling Year)(coded=no. of years)
5. What is your purpose to visit in passport office?(coded=1-4)
 - a. Receiving=1 b. Renewal of passport=2 c. Correction=3 d. Other (Please specify=4
6. What is your purpose of obtaining the passport?(coded=1-5)
 - a. Job=1 b. Study=2 c. Visit / Tour=3 d. Business=4 e. Other..... =5
7. How many times you get passport? (times)(Coded=1-4)
8. Are you aware about the electronic services provided by the organisation?
 Yes ____ =1 No ____ = 0

If yes, then how did you get the information? Please rank into 1-6 & do not rank two at same.(coded= any no. 1-6)

No. & Source	Rank	No. & Source	Rank
Family & Friend	1-6	Internet	1-6
Television	1-6	Radio, FM	1-6
Print Media	1-6	Passport office / staff	1-6

9. Your satisfaction level about the following facilities offered by RPO:

Services	Level of satisfaction				
	Strongly satisfied	Satisfied	Neutral	Dissatisfied	Strongly Dissatisfied
Security service	1	2	3	4	5
SMS alert	1	2	3	4	5
Availability of sitting chairs	1	2	3	4	5
Online tracking system	1	2	3	4	5
Staff Attitude / Cooperation	1	2	3	4	5
Time Saving	1	2	3	4	5
Heating / Cooling	1	2	3	4	5
Location	1	2	3	4	5
Fee Deposits	1	2	3	4	5

Please express your opinion on the following statements with the tick mark (√) in the box. {on the scale of 1 to 5 i.e., strongly agree (1) to strongly disagree (5)}

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The electronic passport system reduce the possibility of bribe	1	2	3	4	5
Design and layout of application forms are easier and quick to complete due to digitalization.	1	2	3	4	5
Complaint mechanism for electronic Passport is easy as compared to manual	1	2	3	4	5
The performance of the staff improved since it is possible to trace them through electronic processes.	1	2	3	4	5
E-services reduced the chances of errors in data entry of electronic passport	1	2	3	4	5
E-services improved the image of the passport office in terms of their ability to serve citizens.	1	2	3	4	5
E-services have helped to save time from lengthy paper based proceedings	1	2	3	4	5
E-services have helped to save time due systematic waiting call system (red numbered indicator Call)	1	2	3	4	5
E-services have helped to reduce the cost of availing service	1	2	3	4	5
E-services have helped to ensure procedural fairness in the system	1	2	3	4	5
The physical visits to the Passport office have decreased due to SMS alert services.	1	2	3	4	5
E-service has helped to save wage loss, if any, due to time spent in availing the service	1	2	3	4	5
Database records are better maintained and updated as a result of electronic system.	1	2	3	4	5
The present location of the Passport office is appropriate	1	2	3	4	5
Record checking of the data is easy as compared to manual system of passport	1	2	3	4	5
Implementation of e-governance applications has helped to improve the image of the government.	1	2	3	4	5
E-services are inline with the requirements of the clients	1	2	3	4	5
Should the Government still improve the E-governance in this office	1	2	3	4	5
More government departments/public agencies should be computerised.	1	2	3	4	5
The output of the computerised system is more as compared to other manual system	1	2	3	4	5

10. Have you ever got manual passport? a. Yes = 1 b. No = 0

If yes than you think the things are

	Better	Same	Worst
Procedural complexity	1	2	3
Convenience to get passport	1	2	3
Efficiency & Effectiveness of the System	1	2	3
Service area facilities	1	2	3
Realization of client expectations	1	2	3

11. Did you pay any bribe for Manual Passport **a. Yes = 1** **b. No = 0**

If yes please state the purpose:

- a) To expedite the process **coded=1**
- b)** To get personal favour **coded=2**
- c) To reduce the fee to be paid by you **coded=3**
- d) Others (Specify) **coded=4**

12. What are your suggestions for making effective e-services? Please specify any three suggestions. **(each of the suggestion treated as separate variable for the purpose of the calculation of frequencies)**

a. _____

b. _____

c. _____

.....Thanks for your Co-operation.....