**CHAPTER 1**

**INTRODUCTION**

**1.1 Background of the Study**

Information and communication technology (ICT) has become an integral part of the governmental activities at the outset of twenty-first century. Although, the developed nations initiated the ICT move of governmental initiatives, today, the rest of the world nations have begun to use ICT in day-to-day business. The use of ICT, such as Wide Area Networks, the internet, mobile computing devices, and so forth, has become a phenomenal in disposing governmental responsibilities across the world. Present Government has introduced public service delivery based on ICT, to provide quicker and smoother services to the people.

The development of countries cannot be achieved fully without the development of the service delivery process. In Bangladesh about 72 percent of total population lives in the rural areas (World Bank report 2012). Having this in realization government of the people’s republic of Bangladesh has undertaken a project to transform Bangladesh into a “Digital Bangladesh” by the year 2021 to provide government services at the door of the rural grass root people. The concept of Digital Bangladesh aims to introduce a system which enables public services to reach the people instead of the people going to seek services. For this purpose, now Bangladesh Government has launched ICT based passport service delivery in all the passport offices across the country to disseminate relevant information and deliver passport services to all citizens.

The digitalized passport office is equipped with computers and wireless Internet, offer various eservices to people at nominal cost. Passport office acts as one-stop service outlets of the country which provides necessary passport services. It has the chance to create a positive impact on regional areas by providing e- passport services to people. It has now challenges for the citizen to carry out the benefits of e- passport services and make this sustainable which will meet citizen centric demand. It also reduces gap between govt. and citizens.

Digitalized passport office is able to bring wider transparent service delivery to the citizens. Digitalized passport office is a strong and important initiative to implement Digital Bangladesh-Vision-2021. There are 15 regional passport offices across the country; each of which provides service to the people of the some adjacent districts which have more or less similar functions. Through the Digitalized passport office, information can be delivered to the mass people very easily, cheaply and quickly.

The use of ICT in governmental activities to provide citizens with effective and efficient services at a reduced cost and in minimum time is termed as E-Governance. The prime aims of E-governance effort include: increased interactions between government and the citizen for efficient and quality service delivery and to elevate greater public voice of governmental activities, enhanced transparency and accountability of the government, enabling poverty alleviation initiatives, creating business opportunities for the private enterprises, and so forth.

**1.2 Statement of the Problem**

Bangladesh is a small country with vast unexplored resources. She has large number of population and most of them live in regional areas. These huge numbers of population need a proper communication system and advanced knowledge about e-services to make them productive human resource which is an important component for development and growth. Recently, the government has introduced ICT based public service delivery in different public organizations including health, education, agriculture, law, human rights, environment, industry and commerce and other sectors. If the goal of IC based public service delivery is fulfilled then the e- passport services in the country will be improved. ICT based passport service delivery and its scope are very new in Bangladesh .Most of the people of rural area are not educated. Such kind of internet services at the regional areas will help to change the process of passport service delivery through making a close network with the regional people and government for promoting overall development towards the digital Bangladesh.

Building a Digital Bangladesh is an election pledge of the present government. The concept would be perceived by the generations to come as ‘Sonar Bangla of the 21st century’. This idea has captured the minds of the millions and inspired them in an unprecedented way. We consider it to be a key driver of national development. The program for ‘Digital Bangladesh’ and its implementation will ensure a unique success to our pursuit of transforming Bangladesh into a middle-income country by 2021. This vision, together with numerous creative enterprises, will lead the country towards higher and sustainable growth path. There is a widely held view that ICT plays a key role in reaching the public service to the doorsteps of the people and it is evidenced by the experience of many developed and developing countries.

In conformity with the Vision-2021, the quality of service delivery and its access to the grass root level has been significantly enhanced because of wider application of ICT. It also supports to close the gap arising from digital divide. Establishment of e-Service Center in each government offices and building ICT infrastructure is essential condition for establishing Digital Bangladesh.

**1.3 Rational of the Study**

Bangladesh is a third world developing country with huge population. Most of the people are uneducated, poor and lives in rural area. They are deprive of getting government services and information properly and in due time. Present government, established digitalized passport office in the entire regional branch like divisions or districts in Bangladesh so that grassroots people can be benefited. This research is done to investigate how Digitalized passport office minimize gap between govt. and citizens / promotes e-governance in the rural area in Bangladesh by providing e-service. Furthermore, considering the issue from development perspective it has been find out the functions of Digitalized passport office are to promote e-governance framework for citizens. Moreover, by revealing the findings obtained through the present study, government will be generally acknowledged to be aware of the services to the recipients of passport services.

Digitalized passport office is a place where all sorts of off-line, on-line government services are available for the grassroots people. It is based on ICT. The usage of ICT will broaden the operational scope of modern public administration and the reliability of its actions as foundations to achieving progress, development, and good governance. Successful implementation of ICT can play a vital role to implement e-government in Bangladesh. Through traditional system, all kinds of governmental services are provided manually and it is very costly as well as time consuming. As a result, most of our people did not get proper services in time and they remain out of government service facilities. So implementing ICT based passport service can ensure better citizen services by rendering cost effective smooth services.

**1.4 Objectives of the Study**

The specific objectives of this study are-

* To review the initiatives of Barisal passport office for amplifying public awareness about the benefits of service delivery through ICT
* To identify the barriers which faced by Barisal passport office for providing effective ICT based service delivery for customer satisfaction

**1.5 Research Question**

* What are the initiatives taken by Barisal passport office for amplifying public awareness about the benefits of service delivery through ICT?
* What are the barriers faced by Barisal passport office for providing effective ICT based service delivery for customer satisfaction?

**1.6 Scope of the Research**

The main purpose of ICT based passport service delivery is to make a link to the regional people with the easiest delivery of eservice. The research has emphasized on the efficient interaction between the people of regional areas and the government about the citizen’s e-service delivery. It has also given the importance on the enhancement of citizens’ satisfaction. Thus it is possible to ensure the e-governance for the betterment of the people. Here, it is mentioned that the research focuses on the providing of quality public services through the ICT to gain the regional citizens’ satisfaction. It will show whether the citizens of regional areas are getting more benefit after starting the ICT based passport service delivery than the traditional type of service delivery.

**1.7 Limitations of the study**

The report is focused and based on the Barisal regional passport office. Due to budget, time and resource constraints it was not possible to cover some other passport offices in Bangladesh. A total of 28 respondents were interviewed which are not a large number. As a new researcher, it creates difficulties to conduct a research work due to lack of skill, knowledge, and experience. This was happened for personal lacking, time limitations and some other relevant causes. I also faced some problems due to shortage of necessary and relevant books, journals and written documents in various libraries and educational institutions regarding the issue. Most of the respondents did not want to answer the whole questions, because they were busy in their professional and routine work.

**1.8 Organization of the Research**

This report contains five chapters. The first chapter includes the introductory chapter like background, problem statement, objectives of the study, research questions, limitations etc. This Chapter ends with the organization of the report.

Chapter Two: Review of Literature & Over View of passport office- This chapter focuses on the conceptual overview of passport office, definition of some key words, an overview of some earlier initiatives of providing information at rural areas, an overview of some existing services provided by the passport office, institutional structure and arrangement of passport office, a selected review of literature and analytical framework for the study etc.

Chapter Three: Research Methodology- This chapter includes the methods, tools and techniques of data collection, data source, data Processing and data analysis etc.

Chapter Four: Research Findings and Discussion- In this chapter I mainly analyze the collected data and variables from various points of views .It focuses the relationship among the variables. Analysis and data interpretation are presented through various figure like – pie chart, bar chat, column chart etc. Moreover, in this chapter data interpretations were done on the level of customer’s satisfaction, infrastructure & logistics support performance of passport office and effectiveness in respect of e-service delivery.

Chapter Five: Conclusion and Recommendation-The chapter highlights some suggestion and recommendations for the better e- service delivery of passport office through ICT on the basis of field data and observation for the further research.

**CHAPTER 2**

**LITERATURE REVIEW & OVERVIEW OF PASSPORT OFFICE**

**2.1 Introduction**

There is a widely held view that ICT plays a key role in reaching the public service to the doorsteps of the people and it is evidenced by the experience of many developed and developing countries. The usage of ICT will broaden the operational scope of modern public administration and the reliability of its actions as foundations to achieving development and good governance. The present number of internet users in the world is 3,731,973,423 million (Internet World Stats, 2017) which shares 49.6% of total population. So it is clear that the world is more prone to keep pace with the technological revolution or ICT. For the globalization effect, we also are trying hard to cope up with this rapid innovation. The total number of internet users in Bangladesh is 61.288 million (Bangladesh Telecommunication Regulatory Commission, 2016) which shares 13.2% (Bangladesh Internet Users, 2016) of our total population. The figure shows that we are not more updated to use internet comparatively to the other developed countries but if we think about our previous year’s figure then it can be more satisfactory that we had made a great progress in this sector like in 2000 the total percentage of internet users was only o.1% (Bangladesh Internet Users, 2016). So by using this technological innovation we can bring rapid development in every spheres of our country. Successful implementation of ICT can play a vital role to implement e-government in Bangladesh. The present democratically-elected government, powered in January 2009, has expressed its firm commitment to transform the “context less” nature of public administration to a citizen friendly, accountable, and transparent government by implementing the key election pledge known as “Vision 2021.” Passport service has a huge coverage of public sector service delivery and there is a public perception that this sector is one of the most corrupted and most delayed public service sectors. But the use of ICT for passport service delivery can make it happen to achieve again the citizens’ trusts on this sector and also can ensure smooth service delivery in a very cost effective and easy way.

Proper service delivery of passport office is very crucial for the smooth collaboration between government and citizens, here the ICT can play the most effective assisting role to facilitate faster service delivery in accordance with the citizen’s demand. Here the passport office of Barisal has been chosen to assess the overall process of ICT based service delivery that may also facilitate to promote wider awareness among the clients and the officials about this technological advancement and also may bring greater effectiveness in the passport service delivery throughout the country because in almost all the passport office of Bangladesh the procedure of service delivery is same.

This study helps to find out the key issues that enhance passport service delivery through ICT and the people’s awareness about this innovation like how they react to it, what are the response of the officials and also the clients. This study also examines the existing problems in the whole process. The research has emphasized on the efficient interaction between the people (Whom are taking service from passport office) and the officials or other thread (brokers) about the e-service delivery. It also shows that whether the customers are getting benefitted by the ICT based service delivery or not. This study also proposed some possible recommendations to eradicate the existing problems that may help to further development of this sector to achieve citizen’s trust.

**2.2 Conceptual Framework**

**Figure 2.1: Conceptual Framework**

**2.3 Terminology of Key Words**

Some of the major keywords of the research are as follows:

**ICT**

Information and Communication Technology (ICT) combines science and technology. It includes the full range of computer hardware and software, telecommunication and cell phones, the Internet and Web, wired and wireless networks, digital still and video cameras, robotics, and so on. It includes the field of Computer and Information Science and a huge and rapidly growing knowledge base that is being developed by practitioners and researchers. ICT has proven to be a valuable aid to solving problems and accomplishing tasks in business, industry, government, education, and many other human endeavors. This remainder of this chapter lists a few of the Big Ideas (the important, long-lasting, unifying ideas) that have guided the development of the material in this book.

ICTs constitute the most transformative innovation of the recent past. ICTs are interesting in the context of the inclusive development debate because of their ability to strengthen connectivity not only of higher-income groups but also of those at the lower income level (Zaman & Rokonuzzaman, 2015).

**E-Service**The concept of e-service (short for electronic service) represents one prominent application of utilizing the use of information and communication technologies (ICTs) in different areas. However, providing an exact definition of e-service is hard to come by as researchers have been using different definitions to describe e-service. Despite these different definitions, it can be argued that they all agree about the role of technology in facilitating the delivery of services which make them more of electronic services (Saleheen, 2015).

**Importance of E-service**

Lu (2001) identifies a number of benefits for e-services, some of these are:

* Accessing a greater customer base
* Broadening market reach
* Lowering of entry barrier to new markets and cost of acquiring new customers
* Alternative communication channel to customers
* Increasing services to customers
* Enhancing perceived company image
* Gaining competitive advantages
* Potential for increasing Customer knowledge

**E-governance**  
The word “electronic” in the term e-Governance implies technology driven governance. E Governance is the application of Information and Communication Technology (ICT) for delivering government services, exchange of information communication transactions, integration of various standalone systems and services between Government-to-Citizens (G2C), Government-to- Business (G2B), Government-to-Government (G2G) as well as back office processes and interactions within the entire government frame work.

Through the e-Governance, the government services will be made available to the citizens in a convenient, efficient and transparent manner. The three main target groups that can be distinguished in governance concepts are Government, citizens and businesses/interest groups. The essence of E-governance is to reach the beneficiary and ensure that the services intended to reach the desired individual has been met with.

**Accountability and responsiveness**

The archaic public service delivery model employed, designed for the educated and financially solvent male, poses fundamental challenges to promoting access for financially and socially disadvantaged groups. Their illiteracy rate is quite high, and additionally they often lack power and self-confidence, and suffer physical, institutional and social constraints. The conventional process requires the citizen to appear before one or more public officials multiple times during office hours, fill in complicated forms, obtain authentication/notarization from government agents, and often wait in long lines. This face-to-face delivery model makes services less accessible to a large segment of the population who are either unable or face substantial difficulties to undertake travel to government offices the physically challenged or the elderly population.

**Acceptance**User acceptance of technology is defined according to Morris (1996, referred by Wu 2005, p. 1) as “the demonstrable willingness within a user group to employ information technology for the tasks it is designed to support”. This definition can be brought into the context of eservice where acceptance can be defined as the users’ willingness to use e-service or the willingness to decide when and how to use the e-service.

**Accessibility**Users’ ability to access to the e-service is important theme in the previous literature. For example, Huang (2003) finds that most of the websites in general fail to serve users with disabilities. Recommendation to improve accessibility is evident in previous literature including Jaeger (2006) who suggests the following to improve e-services’ accessibility like: design for accessibility from the outset of website development, Involve users with disabilities in the testing of the site ,Focus on the benefits of an accessible Web site to all users.

**Administrative literacy**

According to Grönlund et al. (2007), for a simple e-service, the needs for knowledge and skills, content and procedures are considerably less. However, in complicated services there are needed to change some prevailed skills, such as replacing verbal skills with skill in searching for information online.

**Benchmarking**

This theme is concerned with establishing standards for measuring e-services or the best practices within the field. This theme also includes the international benchmarking of e government services (UN reports, EU reports); much critic has been targeting these reports being incomprehensive and useless. According Bannister (2007) “… benchmarks are not a reliable tool for measuring real e-government progress. Furthermore, if they are poorly designed, they risk distorting government policies as countries may chase the benchmark rather than looking at real local and national needs”

**Digital Divide**

Digital divide is considered one of the main barriers to implementing e-services; some people do not have means to access the e-services and some others do not know how to use the technology (or the e-service). According to Helbig et al. (2009), “we suggest E-Government and the digital divide should be seen as complementary social phenomena (i.e., demand and supply). Moreover, a serious e-government digital divide is that services mostly used by social elites."

**E-readiness**

Most of the reports and the established criteria focus on assessing the services in terms of infrastructure and public policies ignoring the citizen participation or e-readiness. According to by Shalini (2009), “the results of the research project reveal that a high index may be only  
indicating that a country is e-ready in terms of ICT infrastructure and info-structure, institutions, policies, and political commitment, but it is a very poor measure of the e-readiness of citizens. To summarize the findings, it can be said that Mauritius is ready but the Mauritians are not”

E-readiness, as the Economist Intelligence Unit defines, is the measure of a country’s  
ability to leverage digital channels for communication, commerce and government in order to  
further economic and social development. Implied in this measure is the extent to which the  
usage of communications devices and Internet services creates efficiencies for business and  
citizens, and the extent to which this usage is leveraged in the development of information  
and communications technology (ICT) industries. In general terms, the definition of e-readiness is relative, for instance depending on a country in question's priorities and perspective.

**Efficiency**As opposed to effectiveness, efficiency is focused on the internal competence within the government departments when delivering e-services. There is a complaint that researchers focus more on effectiveness “There is an emerging trend seemingly moving away from the efficiency target and focusing on users and governance outcome. While the latter is worthwhile, efficiency must still remain a key priority for e-Government given the budget constraints compounded in the future by the costs of an ageing population. Moreover, efficiency gains are those that can be most likely proven empirically through robust methodologies.

**Security**  
Security is the most important challenge that faces the implementation of e-services because without a guarantee of privacy and security citizens will not be willing to take up e-government services. These security concerns, such as hacker attacks and the theft of credit card information, make governments hesitant to provide public online services. According to the GAO report of 2002 “security concerns present one of the toughest challenges to extending the reach of e-government. The rash of hacker attacks, Web page defacing, and credit card information being posted on electronic bulletin boards can make many federal agency officials—as well as the general public—reluctant to conduct sensitive government transactions involving personal or financial data over the Internet.” By and Large, Security is one of the major challenges that faces the implementation and development of electronic services. People want to be assured that they are safe when they are conducting online services and that their information will remain secure and confidential

**Stakeholders**Axelsson et al. (2009) argue that the stakeholder concept-which was originally used in private firms-, can be used in public setting and in the context of e-government. According to them, several scholars have discussed the use of the stakeholder theory in public settings. The stakeholder theory suggests that need to focus on all the involved stakeholder s when designing the e-service; not only on the government and citizens.

**Usability**Compared to Accessibility, There is sufficient literature that addresses the issue of usability; researchers have developed different models and methods to measure the usability and effectiveness of e-Government websites. But still there is call to improve these measures and make it more compressive.

The word usability has cropped up a few times already in this unit. In the context of biometric identification, usability referred to the smoothness of enrollment and other tasks associated with setting up an identification system. A system that produced few false matches during enrollment of applicants was described as usable. Another meaning of usability is related to the ease of use of an interface. Although this meaning of the term is often used in the context of computer interfaces, there is no reason to confine it to computers.

**Monitoring Authority**

Monitoring authority means-the authority that monitors the activities of the digitalized passport office. Here, Director, Assistant Director and other social or regulatory bodies can monitor the service of digitalized passport office. In case of any irregularities, they can take any decision or action (if any) any time. They are authorized to monitor and supervise their day to day activities, arrange training for the officials, arrange seminars or/workshop and other motivational /promotional activities.

**Digital Bangladesh**

Digital Bangladesh by 2021" emerged as part of "Charter for Change"-the election manifesto of Bangladesh Awami League for the 9th Parliamentary Election. The use of information and communication technology has been playing a vital role in the 21st century due to globalization and the government is encouraged to adapting with the coming future. The democratic government has declared the “Vision 2021” in the election manifesto which targets establishment of a resourceful and modern country by 2021 through effective use of information and communication technology-a "Digital Bangladesh". “Digital Bangladesh” does not only mean the broad use of computers, perhaps it means the modern philosophy of effective and useful use of technology in terms of implementing the promises in education, health, job placement, poverty reduction etc. Therefore, the government underscores a changing attitude, positive thinking and innovative ideas for the success of “Digital Bangladesh”. The philosophy of “Digital Bangladesh” comprises ensuring people’s democracy and rights, transparency, accountability, establishing justice and ensuring delivery of government services in each door through maximum use of technology-with the ultimate goal to improve the daily lifestyle of general people. Government’s “Digital Bangladesh” includes all classes of people and does not discriminate people in terms of technology. Hence, government have emphasized on the four elements of “Digital Bangladesh Vision” which are human resource development, people involvement, civil services and use of information technology in business.

**Digital Bangladesh policies and regulatory framework**

* ICT Policy 2009
* Right to Information Act 2009
* Perspective Plan
* ICT Act 2013 (amended)
* Strategic Priorities of Digital Bangladesh
* Cyber Security Policy 2010
* Rural Connectivity Policy Guideline 2010
* Broadband Policy
* Mobile Keypad Standardization Policy
* Guidelines for Utility Bill Payment
* e-Krishi Policy
* National e-Governance Architecture
* Mobile Banking Policy Guideline
* National Telecom Policy 2010
* Guidelines on Mobile Financial Services (MFS) for the Bank
* Secretariat Instructions 2014 (amended)
* Proactive Information Disclosure Guidelines 2014
* Innovation Team gazette
* National Portal management gazette (Zaman & Rokonuzzaman, 2015).

**Promoting Innovation in Public Service Delivery**

The ‘Service Innovation Centre’, proposed in this project will be responsible for identifying scope for innovation, provide technical support to design innovative solutions and encourage innovation. Additionally, an ‘Innovation Fund’ established by the project will ensure quick implementation of pilot and to support up scaling of successful innovations.

**Creating an enabling environment for e/m-services** **delivery**

The project is instrumental in establishing a self-sustaining ecosystem required eservices to take root in Bangladesh. The program supported the formulation of various institutional norms, including basic laws and standards and emerged as the country’s leading center of expertise for e-government and citizen e-services solutions. This role has made it an important player in influencing the country’s ICT for development (ICT4D) policies and strategies.

**2.4 Literature Review**

Celebic and Rendulic conceptualized the basic notions of information technology, information communication technology, it’s using tool and also its impact in day to day life has been conceptualized by the book named “ITdesk.info – project of computer e-education with open access*:* Basic Concepts of Information and Communication Technology, handbook. This handbook, combined with other materials published on ITdesk.info, represents effort and contribution to the realization and promotion of human rights to education and information considering the IT area. This book is very useful for mastering basic computer skills and with that hope one can learn as much as he can, and therefore become an active member of modern ICT society. (Celebic & Rendulic, ITdesk.info – project of computer e-education with open access:Basic Concepts of Information and Communication Technology, handbook, 2011, pp. 2-24). The Information Technology Association of South Africa in their report clearly focused on ICTs scope, challenge, and impact on development and also its crucial role on effective public service delivery (Service delivery assisted by ICT, 2008).

Savic in her paper “E-Governance: Theoretical foundations and practical implications” provides an overview of the basic theoretical and practical issues of e-governance regarded as a set of government policies and their practical applications based on the use of ICT tools for strengthening democracy and supporting development. It argues that e-governance, combined with democratic intent makes governments more responsive. Moreover, it can offer a connection with its citizens in order to effectively meet various development challenges, and ultimately, it tends to build a more sustainable future for the benefit of the whole of society and the world in which we live. Although the demand for e-governance comes from the necessity to achieve greater operational efficiency, and from a need to provide a better response to citizen’s demand for improved public services, the policy externality is that e-governance relates more and more to democracy than to administrative reforms. What we discover is that the politics-administration dichotomy is actually related or converging in the sense that it is difficult to have administration in the absence of democracy (Savic, 2006).

The government of Bangladesh has enacted the ICT act in 2006 that encompasses different ICT related obligations and manuals. Kabir addresses ICT is very significant for achieving the vision 2021 by establishing necessary infrastructure and management of proper human resource (Kabir, 2012). Zaman and Rokonuzzaman argues that ICT can ensure greater transparency, Good Governance and also effective public service delivery by connecting citizens, human resource development. This paper also outlined the Digital Bangladesh having four key priorities – (a) developing human resources ready for the 21st century; (b) connecting citizens in ways most meaningful to them; (c) taking services to citizens’ doorsteps; and, (d) making the private sector and market more productive and competitive through the use of digital technology (Zaman & Rokonuzzaman, 2015). The Access to Information Program (A2I) of the government of People’s Republic of Bangladesh focuses on e-Governance is a strategic issue that relates to redesigning the national administrative process at the policy-making level to make the Government more transparent, efficient, and service-oriented. It requires high level leadership and participation from all stakeholders. The Program A2I was being designed as a follow up of the third recommendation of the ‘e-Governance Plan of Action’. A2I program aimed at ensuring the appropriateness of new initiatives and programs for ICT for development within the context of national priorities. At the same time, this program will support the development of new projects and programs for ICT for development within the context of national priorities. At the same time, this program will support the development of new projects and programs for ICT for development and provide technical assistances for monitoring and evaluation of these projects. The scope of Access to Information (A2I) program is the provision of knowledge advisory services and technical assistance to the e-Governance cell, which is mandated to provide leadership in developing the national e-Governance vision, and to spearhead and coordinate the national efforts in achieving the vision. The programs scope also includes strengthening the capacity of key government ICT championships-individuals or organizations- by enhancing their ICT skills in promoting the transfer of knowledge on project/program management best practices (e-Governance Horizon Scan Report, 2007).

Asaduzzaman and his team in their paper entitled with “E-governance Initiatives in Bangladesh: Some Observations” tries to explore the initiatives of e-governance in Bangladesh i.e. how much e-governance initiatives have been taken, Are the existing institutions capable enough in implementing the e-governance initiatives, And what are the challenges of practicing e-governance initiatives (Asaduzzaman, Rahman, & Jinia, 2011).

Mahbubur and Rajon in their paper “An Effective Framework for Implementing Electronic Governance in Developing Countries: Bangladesh Perspective”, propose an effective framework for implementing electronic governance (e-governance) and e-services in developing countries like Bangladesh. They also present a comparative analysis of present government architecture and the prospects and challenges of implementing e-governance in Bangladesh emphasizing on the usage and potential of facilitating e-services in various sectors of governance. Especially present the adaptability of e-governance in the prime sectors of government and provide a methodical study on the strategies of involving mass people in the governance process improving information and service delivery with their participation in overall decision-making and also provide specific recommendations for implementing e-governance in the most feasible, cost-effective, and efficient manner. Analyzing the conducted survey result through statistical procedures also derives a couple of significant factors in implementing e-governance. This paper also aims to point the possible solutions in handling the barriers to implement electronic governance (Rahman & Rajon, 2012).

Mozammel and Satter in their paper “The Role of E-Governance in Creating Digital Bangladesh” has identified and examined the role of E-governance towards creating ‘Digital Bangladesh’. The Government of Bangladesh has taken initiatives with the vision of creating a digital Bangladesh by 2021. This study has focused on pertinent literature to assess the potentialities, issues and implementation challenges of E-governance in Bangladesh. The results of this study has found that issues such as lack of awareness, language barriers, lack of access to the Internet, financial constraints are major challenges for implementing the concept. In this paper, a model for implementing an efficient E-governance system for Bangladesh has been proposed (Chowdhury & Satter, 2012).

Sanaul Hoque in his dissertation “E-governance in Bangladesh: Initiatives and Challenges” review the present status of and the initiatives for e-governance in Bangladesh, study the websites of some selected ministries and divisions for examining how they are organized to serve and connect citizens, appraise the levels of aptitude, awareness, perception and attitude towards e-governance, of the Class I officers working in the Bangladesh Secretariat, identify the strengths, weaknesses and challenges of e-governance in Bangladesh, develop policy guidelines for successful e-governance in Bangladesh (Sanaul, 2005).

Humphreys in his paper “Improving Public Service Delivery” conceptualized public service, its difference from private service, the broad conceptual framework of public as different actors, proponents for effective public service delivery and the urgency of engagement of public for providing public services more efficiently and effectively at the right time at the right place and also for the right one (Humphreys, 1998).World Meteorological Organization (WMO)specifies service delivery with its critical attributes, stages of service delivery and different strategies for further improvement of delivering service (Organization, 2011). Prefontaine and his team in their working paper named “New Models of Collaboration for Public Service Delivery” urges about critical success factors of collaboration for efficient public service delivery like economic, social, political, cultural, institutional, technological etc. and also proposed collaboration process with its model (Prefontaine, Richard, Sicotte, Turcotte, & Dawes, 2000). Martin in his article yclept with “What is Public about Public Services?” addresses different notions relationship with public service (Martin, 2004).

Bhatnagar in his working paper “Public Service Delivery: Role of Information and Communication Technology in Improving Governance and Development Impact” focus on improving governance through the use of information and communication technology (ICT) in the delivery of services to the poor that means improving efficiency, accountability, and transparency, and reducing bribery. A number of papers recognize the potential benefits but they also point out that it has not been easy to harness this potential. This paper presents an analysis of effective case studies from developing countries where the benefits have reached a large number of poor citizens. It also identifies the critical success factors for wide-scale deployment. This paper includes cases on the use of ICTs in the management of delivery of public services in health, education, and provision of subsidized food. Cases on electronic delivery of government services, such as providing certificates and licenses to rural populations, which in turn provide entitlements to the poor for subsidized food, fertilizer, and health services are also included. ICT-enabled provision of information to enhance rural income is also covered (Bhatnagar, 2014, pp. 10-23). Kaliannan, Raman and Dorasamy in their paper “ICT in the Context of Public Sector Service Delivery: A Malaysian Perspective” addresses that the true value potential of ICT utilization in the context of public sector delivery in Malaysia is contingent upon several factor spanning across legislative, procedural, managerial and organizational imperatives with different e-government projects. This paper examines the implementation of various e-Government projects in Malaysia since it was launched in 1996. The paper discusses the challenges and issues related to these projects and suggest some recommendations as improvement tool to uplift the e-Government program to greater heights. Essentially their findings suggests that apart from technical considerations, the true value potential of ICT utilization in the context of public sector delivery in Malaysia is contingent upon several factor spanning across legislative, procedural, managerial and organizational imperatives (Kaliannan, Raman, & Dorasamy, 2009)

Karim in his article “E-Government in service delivery and citizens satisfaction: A case study on Public sectors in Bangladesh” In the traditional form of public administration, service delivery is encircled with paper based long procedures that makes the citizen dissatisfied with the service because of several problems such as delay in the service, corruption and offices are centrally located. In order to provide better services to the citizen Bangladesh government has taken the initiatives to make services available through online. In this regard, government has established national web portal, combining and making all government official websites interactive. General people now can submit their applications through online to get necessary public services. Government breaks the rigid boundary between government offices and citizen and reaches to the people so that they can get public services from their houses. This paradigm shift from traditional public administration to e-governance brings changes in service delivery. It minimizes time, costs, corruption and omits middle man culture and ultimately makes people happy. This paper utilizes qualitative approach to examine the process; benefits of recent innovations initiated by the democratic government and analyze the people’s perceptions. It is found that utilizing the e-government infrastructure Bangladesh government has reached to the people and provided services at their doorsteps by establishing the national web portal through which citizen can access their useful services. Regarding the public services related to health service, education service, bill payment of necessary services, income tax payment, trade license, land records, agricultural issues, law and order service are now easily enjoyed from the house through internet. However, the faster speed of customer demand in getting all services cannot be addressed with the limited IT infrastructure, unskilled manpower, limited electricity supply which should be solved as quickly as possible by emphasizing and initiating new programs. Findings show that government should think the intended and unintended consequences of materializing some initiatives and take necessary steps before intensifying the problem and making people unhappy with the services that have already been provided (Karim, 2015, pp. 50-59).Hoque attempts to identify how the policies and strategies of the country care for the citizens' perspectives of e-governance, and how citizens’ interests, so far, have been accommodated in e-governance initiatives in his report entitled with “E-Governance in Bangladesh: A Scrutiny from Citizens' Perspective” (Hoque, 2005, pp. 2-13).Saleheen in his dissertation “Public Service Delivery-Role of Union Digital Center (UDC) and Impact on Improving Governance and Development: A Case Study of Narayanganj District, Bangladesh” addresses the impact of technology based public service delivery in Bangladesh especially at the local level, its limitations and recommendations (Saleheen, 2015, pp. 19-64).

Salam in his dissertation “E-Governance for Good Governance through Public Service Delivery” emphasized on e-public service delivery for establishing good governance in Bangladesh focusing on the study results revealed that the ICT provides public services efficiently, the e-service delivery has positive impacts on citizen satisfaction and the e-governance initiative leads to good governance promises impending to validation of hypothesis. An understanding of the current status of e-governance service in Bangladesh can help to policy makers and policy implementers in persuasion of the public service delivery properly. This is believed the comprehensive analysis on e-service centers would be imperative for assessment the effectiveness for delivery of e-government services. (Salam, 2013).

Number of literature in the field of service delivery of passport office through ICT is not resourceful. Among the scarce works, Alam and Rahman in the TIBs report on “Passport Delivery Service: A Diagnostic Study” clarifies passport delivery system that existing in Bangladesh with its process, its pitfalls in concerned departments, nature and extent of corruption in passport delivery process and also some specific recommendations. The report focuses on to review the existing passport delivery system and process, to identify the existing limitations of the concerned departments, to identify the nature and extent of corruption and irregularities in passport delivery process, to make specific recommendations on the basis of this study (Alam & Rahman, 2006).

According to the 2015 TIB survey, 77.7 percent respondents said they became victims of irregularities and corruption while getting passports while 76.1 percent said they paid bribes to get the service. The TIB in its 12-point recommendations yesterday advocated abolishing the system of police verification and attestation of documents for getting new passports. It said cancellation of police verification and attestation of papers would end the corruption and make the process easier. On harassment during police verification, the report said that some respondents mentioned that for no reason police tried to find faults in the passport forms and intimidated passport seekers suggesting their involvement in militancy and certain political parties. The law enforcers in many cases asked passport seekers to go to a tea stall or the police station to pay the bribe or demanded the money be paid through mobile banking channels. About harassment centring attestation documents, the TIB report said the system was encouraging irregularities and corruption. Many of the passport seekers were from remote areas and did not have acquaintances in urban areas. Therefore, they have to rely on brokers to get their documents attested. A section of people with the attestation authority make money out of this, the study said. Instead of the police verification, the TIB recommended introducing biometric data bank for all citizens, distribution of smartcards, modernizing and updating data banks of criminals, and making the data bank interlinked with the passport office and immigration checkpoints. It said many people did not get their passports by the time mentioned in the receipt given by the passport office. The report said brokers dominated the insides and outsides of all passport offices in the country and that a section of brokers maintained communication with some Special Branch of Police members and officials of passport offices. Brokers give a portion of the money they collect from passport seekers to those in the SB and staffers of the passport offices, the study claimed. “Brokers have area based networks centring each passport office and a section of passport seekers come in contact with the brokers through that network.” The report said some brokers have the blessings of political and influential people. The study revealed that although brokers claim that they help passport seekers get their passports ahead of the scheduled time, the study did not find any significant evidence in this regard.

Haque in his paper “Evaluation of Selected Governance Reform Project: One Stop Service Centre for Urgent Endorsement of Passports in the Regional Passport Office (RPO), Dhaka” aims at evaluating a small governance reform project titled above in the Department of Immigration and Passports in Bangladesh. The study was conducted in the Regional Passport Office, Dhaka mainly focusing on One Stop Service Centre for urgent endorsement of passports. Information has been collected both from secondary and primary sources. A comparative study was conducted on passport delivery services in some Asian countries to get lessons from their practices. Simple statistical methods and SWOT analysis were used in the study to analyze both quantitative and qualitative data. The study found significant changes in the atmosphere of the Dhaka Regional Passport Office with the new initiative. In the One-stop Service Center clients are fairly happy with the newly introduced speedy services compared to the past. Due to decentralization of the service to Banks, Post Offices and Deputy Commissioners’ (DC) Offices positive changes are found. Gap was identified between clients’ expected service and present service delivery system and appropriate suggestions were made that deemed to be fit (Haque, Evaluation of Selected Governance Reform Project: One Stop Service Centre for Urgent Endorsement of Passports in the Regional Passport Office (RPO), Dhaka, 2011).

The above mentioned literatures helped me to do a study on understanding the fundamentals of my research paper. Hence, the effectiveness of ICT for service delivery of passport office in Bangladesh is identified as focus of my study.

**2.5 Overview of Passport Office**

**2.5.1 The Department of Immigration and Passport**

There are 15 regional passport offices across the country; each of which provides service to the people of the some adjacent districts. Among these, the Dhaka, Chittagong and Sylhet offices are considered to be big offices in terms of total number of passports issued. In the fiscal year 2004 05, the government earned Tk. 500 crores from this department; the lion’s share coming from passport fees. Presently, there are two ranges of passport fees, TK3000 with 450tk VAT for general passport and TK6000 with 900tk VAT for emergency passport. While the earning has doubled over the last five years, the increase in expenditure on the department has been slow, which has risen from, a total of Tk. 15.96 crore in 2000-01 to Tk. 21.24 crore in 2004-05. In the period 2001-2006 (May), the Department of Immigration and Passport issued 57.23 lacs passports from its 15 regional passport offices, among which, 52.32 lacs were International Passports while 4.91 lacs were Special Passports. During the same period, the government earned Tk. 1578.74 crores by issuing passports. The official website of this body is [www.passport.gov.bd](http://www.passport.gov.bd). The applicant of a passport can download passport form from [www.dip.gov.bd](http://www.dip.gov.bd).

There exist some limitations in the structure and governance of the Department of Immigration and Passport. Although three Deputy Directors were made supervisors of three regions, they were made heads of Dhaka, Chittagong and Jessore Regional Offices. This was designed by the corrupt section of the department to exercise their influence on the regional passport offices.

A shortage of staff is the chief limitation that exists in passport offices. Altogether 100 positions are lying vacant in the Department of Immigration and Passport and Regional Offices. This shortage is one of the major causes of corruption in passport delivery service. Since its inception as a Department, most Director Generals of the department have been appointed from the police department, so the passport department personnel cannot articulate any resentment against the difficulties they may be facing for delays and irregularities in the system of police verification.

The researchers were told that honest officers’ opinion is not heeded even if it is a senior officer. Honest people are not assigned to positions where they might block the chain of corruption. They are appointed to positions where they can hold up a good image of the department.

It is learnt that officers who can give regular bribes to controlling authorities of the department and at Home Ministry can get ‘good’ transfers and promotions regularly. They are given a rating of 95-98 out of 100 in the Annual Confidential Report (ACR). But honest officers who are unable to give bribes are rated low in the ACR. Every year the Department of Immigration and Passport needs one million passport books, supplied by the same foreign company that has been the single supplier in the last decade. A few years ago, corruption was alleged against the process of tender processing for passport books.

**2.5.2 Passport Department: Organizational Structure**

The Department of Immigration and Passports is an attached department under the Ministry of Home Affairs of the Government of the People’s Republic of Bangladesh. The responsibility of the department is to execute government policies on passport, visa, and permits and to give advice to the government regarding formulation of policy on these subjects and revision thereof. Director General is the head of this Department. Current DG is an Additional secretary to the Government. There are two Directors, six deputy directors and some others Assistant Directors in Passport Department. Altogether 100 positions are lying vacant in the Department of Immigration and Passport and Regional Offices. This shortage is one of the major causes of corruption and poor passport delivery service. The Dhaka regional passport office is the largest in Bangladesh. Almost half of the passports of the country had been issued from here before the decentralization began. There are 87 approved positions at the Dhaka office, among which 13 positions are vacant.

**2.5.3 Reforms in Passport Department and Decentralization**

Director General (DG) of the Department of Immigration & passports (DIP) has undertaken a number of new initiatives since 2006 that has increased efficiency, improved the quality of service and reduced the barriers to securing a passport. Many of these changes became effective since August 2007:

Introduction of one-stop service;

Decentralization of passport processing to 52 Deputy Commissioner (DC) Offices throughout Bangladesh, in addition to the existing regional passport offices; and

Delivery of Passports without the need for immediate police verification is available (the process of verification is completed subsequently).

The Passport Office has undertaken a new project to construct four new offices in Chittagong, Comilla, Jessore and Noakhali. In March 2009, the present government approved the Introduction of Machine Readable Passport (MRP) and Machine Readable Visa (MRV) project at a cost of Tk 526 crore. The long-awaited Machine Readable Passport (MRP) and Machine Readable Visa (MRV) with an aim to elevating the country’s passport and visa system to international standard were launched in June 02, 2010. It was expected that introduction of MRP and MRV would put an end to tampering of passport and visa and harassment particularly faced by the innocent expatriate Bangladeshi workers and would also play a role in checking drugs and arms smugglers as well as militant and terrorist activities.“No more handwritten passport…Today we entered the digital era with the introduction of MRP and MRV,”as uttered by the present Prime Minister (PM) on launching ceremony as published in the daily star.

However, The Daily Star’s report on Saturday, July 24, 2010, requires attention, ‘Willful delay in delivering MRP’ and mentions that The Department of Immigration and Passports (DIP) officials are procrastinating over giving Machine Readable Passport (MRP) to the applicants. On Sunday, July 18, 2010 this daily points out that ‘MRP delivery gets slow’.‘The task of issuing Machine Readable Passports (MRP) is seriously hindered because of non-cooperation of staff at the Department of Immigration and Passport (DIP) and delay in submission of police verification reports. The authorities now can utilize only half its capacity to produce MRPs as some DIP staff promotes issue of manual passport to help a syndicate make a quick buck, said MRP project officials. The authorities issue less than 1,000 MRPs a day despite having a capacity to produce nearly 2,000 MRPs. The home ministry in a recent order allowed issuance of manual passports with three-year validity although the International Civil Aviation Authority (ICAO) allows issuing emergency manual passport with one-year validity. The project officials fear it might put Bangladeshi nationals in trouble as the UAE, Bangladesh's largest manpower recruiting country, had denied accepting manual passport for two weeks’. The decision encouraged many passport handlers and middlemen to revive their business. A syndicate involving a few DIP staff and outsiders had been active at the DIP's Agargaon office’. The introduction of the MRP from April 1, 2010 was regarded as a severe blow to the syndicate."Some DIP staff is very unhappy with the introduction of Machine Readable Passports that closes their ways to make brisk money. The syndicate is on the rebound following the home ministry order," said a DIP official, preferring anonymity as reported in this daily news paper.

The Department has authorized two organizations, under the Passport Agent (Licensing) Regulations 2007, to process passport applications with the aim of improving service delivery. Despite the shortage of staff and limited resources DIP has taken some initiatives to enhance image and service quality. This does not require Police verification. Subsequently it is done. A report published by Transparency International, Bangladesh (TIB) in 2006 identified that in the past applicants were dependent on ‘satisfying’ SB Police for verification. The officers would often request for numerous documents to establish the identity of applicants. In many instances this was tantamount to harassment by the SB Police.

The One-stop service has bypassed complexities associated with verification and administrative protocols as these hamper the speed of the service. One problem, which becomes apparent, now is that number of passports has become null and void due to adverse police verification report. However sincere and careful verification can facilitate this speed. The Department has also decentralized its activities to 52 DC offices throughout the country. Once, where one had to wait in line for hours to submit application form and collect their passport, no one can choose from a number of options. ADC office can now receive, issue and distribute passports to applicants within its jurisdictional area. This has overcome problems of shortage of manpower and reduced the pressure on the Dhaka Regional Passport Office. In the past there was a constant overflow of applicants creating an atmosphere of chaos and discord between staff and applicants. This often led to poor service delivery and harassment of applicants.

Applicants can submit and collect their passports now at selected branches throughout Bangladesh of the designated bank, on payment of a service charge of Tk. 200 per passport.

**2.5.4 Passport related laws, rules and regulations**

Under Bangladesh Passport Order 1973 Article 17A, the government has formulated the Passport Agent (Licensing) Regulations 2007, which outlines the use of appointed agents to assist clients to complete application forms and obtain required documents. Accordingly Government issued orders on 3 October 2007 authorizing use of post offices as outlets for supplying and receiving of passport forms. A contract was signed on 16 October 2007 between DIP and Department of Postal Services in this regard.

**2.5.5 Importance of improving passport services**

The demand for passports has increased substantially in Bangladesh in the past decade. The reason is that the number of Bangladeshis travelling abroad for work, study, business and other purposes has increased rapidly. The largest increase has been in export of contracted manpower to various parts of the Middle East and recently East Asia. The majority of applicants for a passport are migrant laborers with limited education and knowledge of the application process. The rise of the demand has not been not in line with development of infrastructure and institutional capacity. The result is decline in quality in service delivery. So improving service delivery is necessary to provide expected services to our remittance earner.

**2.5.6 Challenges of Passport Office**

Establishment of ICT in passport office is very new. So now, it is in the preliminary stage and facing many challenges such as-

* Lack of Awareness of regional people
* Lack of Infrastructural facilities (like-electricity, internet connectivity etc.)
* Lack of Logistic Supports & equipment (projector, training etc.)
* Lack of co-operation from recipients
* Lack of Capital and co-operation from other organizations
* Insufficient Trained Manpower
* Lack of interest of general people
* Trouble Shooting Problems.
* Electricity problem
* Internet speed is very slow in regional level
* Coordination gap among the thanas and passport offices
* Few officers of passport office are not pro-active as well.
* Brokers influence rate is high.
* The entire official’s technical skills as well as accounting skills are not enough.
* Campaign, mobilization and marketing strategy are not enough.
* Low penetration of ICT especially in the developing countries
* Fraud on the internet space which is estimated around 2.8billion USD
* Privacy due the emergence of various types of spyware and security holes, and
* Intrusive characteristics of the service (e.g. mobile phones based) as customers may  
  not like to be contacted with the service providers at any time and at any place.

**2.5.7 The Barisal Regional Passport Office**

The Barisal regional passport office is one of the most important office in Bangladesh. Almost 20% of the passports of the country are issued from here. There are 25 approved positions at the Barisal office, among which 3 positions are vacant. As a result, the office has to struggle with huge work overload, so that officers and staff have to work even up to 7:00–8:00 PM. To relieve some workload, numerous non-staff are working in different sections of this office.

The e-mail address of Barisal passport office is- [rpobarisal@passport.gov.bd](mailto:rpobarisal@passport.gov.bd) and the facebook address is- passportoffice barisal. For any kind of information, opinions or objections one can make a call to the Deputy Director of Barisal passport office, the telephone number is- 3393374.

Brokers are largely responsible for bringing in corruption to this office. For facilitating an easy and smooth delivery of passport, they usually take Tk. 800-1500 from each applicant, out of which they give the office a fixed amount of Tk 500 per passport from which the office keeps Tk 400, and gives Tk. 100 to the SB police for police verification.

Very few passport applicants in the Barisal office were found that applicants received their passports on time. The number of this rises if passports are processed through brokers, or travel/ recruiting agencies.

During busy hours all counters in the Barisal office are crowded with applicants and brokers to such an extent that lateral movement is impossible. Counter queues sometimes stretch from the booth to the office lawn and to the gate, with more than hundred applicants for each counter. Brokers approach applicants at these counters with the offer of submitting the application on their behalf. In those cases an applicant has to give them Tk20-200, a share of which goes to the staff at the counter. Sometimes applicants fall to their temptation and endure harassment.

The 6 police personnel employed on fortnightly duty inside the passport office to maintain law and order are also involved in the corruption, and harass ordinary passport applicants. Each broker has to pay some amount of money to these police per day to be allowed to work inside the office. Sometimes the police compel applicants to give them bribes by preventing applicants’ entry to the office, or making different accusations against them, etc.

**2.5.8 Help Desk for the Service Recipients**

There is a help desk in the Barisal passport office where two officials are working daylong to provide necessary information to the recipients. Many of the recipients have little idea to fill up passport forms or other official procedures, so the help desk play very effective role to facilitate recipients by providing the exact and valuable information.

**2.5.9 Brokers**

Over the past decades, brokers have become an integral part of the passport delivery service. They range from general brokers and recruiting agencies to passport office and bank staff. They maintain a close tie with officers and staff of passport office, and the SB police for quick delivery of passport. However, for this service applicants have to give them money. In the survey, it was found that in Barisal passport office many applicants processed their application through brokers and travel agencies.

The survey showed that most of the applicants got their passport on time when they processed their passport through travel/ recruiting agencies and brokers respectively. Statistically, there exists a significant relationship between asking for brokers’ help, and receiving passports on time.

In the Dhaka office, on average an applicant has to give Tk. 1000-1500 to a broker for a passport. Although brokers provide services to the passport applicants, they also cause harassment by or depositing ‘ordinary’ passport fees while taking money for a ‘very urgent’ or ‘urgent’ passport and also by not delivering the passport as promised. Some brokers can even abscond with the money. To make their task easy, sometimes brokers persuade applicants to provide fake addresses places close to Barisal city, so they can more easily arrange the police verification report.

Again, the renewal of an endorsement on passports is simple and straightforward jobs that can easily be done by brokers by using counterfeiting materials and imitating the signature of the concerned official. Such malpractice not only goes against the security of the country, it also deprives the government from a legitimate earning.

The higher official of the Barisal passport office gave his view that it is the fault or ignorance of the recipients that they go for assistance of the brokers. The Barisal passport office is broker free and if their exist any broker; they have no any linkage with the office.

**2.5.10 Police Verification**

Police verification is mandatory for each applicant for a new passport. The government made the SB police responsible for this verification. In Barisal it is conducted and coordinated by the SB office at Barisal. This office has 10-20 Sub-inspectors (SI) for the work in Barisal city, where separate areas have been assigned to each officer.

The present rule is that a passport office cannot issue any passport without clearance from the police. So the police report is very crucial for passport delivery. Brokers sometimes give the responsibility of getting the police report to passport office staff. The messengers of the SB office who formally come to receive applications from passport offices are their contract people for this job. These people help ensure the payments and the timely delivery of police reports. Sometimes brokers also contact the SB police for the report.

The survey shows that police verification was done for almost all of the applicants. However, it is seen that carrying out the police verification can depend on who has processed the passport. It was found that many influential applicants did not have a police verification done when their passport was processed with the help of brokers, and travel/recruiting agencies respectively, or for other political, social or lobbying power. Some of the applicants, who processed the passport themselves, did not have police verification. Statistically, the relationship of the source of help taken and carrying out of the police verification is very significant.

According to the survey, most of the applicants had to bribe the police during verification, while very few applicants did not have to do so when passports were processed with the assistance of brokers and travel/recruiting agencies respectively or any other relationship with any police officer or political leaders.

The survey also shows that applicants in the Barisal office have to give an average Tk. 400-500 to the SB police. Also the police verification both at permanent and present address poses different amount of money that means if an applicant have two addresses on the passport form then he has to pay bribe both of the place.

During verification the police ask awkward questions of the applicants, and require them to produce documents such as educational certificates, house or homestead ownership documents, utility bills, job certificates etc. If applicants are unable to satisfy them, they have to give a high amount of bribe. However, even when the police find the given information correct they demand bribe outright, saying that the SP or ASP would not sign the report without bribe.

Everyday hundreds of applicants have to come to the SB office, Barisal for the verification report. If the police do not find the applicant at home during police verification, or are not satisfied with the bribe offered, they ask applicants to come to the SB office with some documents, where they again use different pretexts to ask for bribe.

Applicants whose permanent address is outside the jurisdiction of a regional passport office suffers the most in the process of police verification, and generally never gets the passport on time. Also, they have to spend a lot of money for commuting to passport and SB offices. To avoid such delay and sufferings, the applicants and brokers resort to using fake addresses.

According to police officers, verification is not the most important part of their duty as they have other priority assignments. They and specially the DSB consider the job of verification as an additional and bothersome assignment, added on to their duty of VIP security and intelligence activities.

The passport officials opined that they have no connection or regulation about the police verification process. This process is clearly separate from their functions so they have not any authority to regulate this process.

**2.5.11 Public Hearings**

In every week on Tuesday from 11.00 am-12.30 pm, public hearings took place at the Deputy Directors room in Barisal passport office. At this hearing the recipients take part to give their opinion, problems or objections regarding passport service.

**2.6 Passport Service Delivery in Some Asian Countries**

**2.6.1 India**

In September 2007, the Indian Union Cabinet approved a new passport issuance system under a project called Passport Seva Project. As per the project, front-end activities of passport issuance, dispatch of passports, online linking with police, Central Printing unit for centralized printing of passports will be put in place. The new system is aimed at 'timely, transparent, more accessible and reliable manner' for passport issuance. India has just recently initiated first phase deployment of Biometric e-Passport for Diplomatic Passport Holders in India and abroad. The new passports have been designed indigenously in India by the Central Passport Organization, the India Security Press and IIT Kanpur. It contains a security chip with all personal data and digital images. In first phase new passports will have 64KB chip which contains personal photograph of passport holder and subsequently it will have a fingerprint. The new passport has already tested with passport readers in United States and have 4(four) second of response time which is 2/5th of US Passport. All the mobile and landline phone holders, who have SMS facility, could get their passport application status on their phone from now on. All they need to do is message

**2.6.2 Pakistan**

Pakistani Passports are issued to the citizens of Pakistan for the purpose of international travel. Pakistan's new Machine Readable or Biometric passports are currently being issued from regional passports offices. Directorate General Immigration and Passports, an attached department of Ministry of Interior is responsible to deal with the matters concerning issuance of Passports, Visas, Pakistan Citizenship and Renunciation of Pakistan Citizenship Certificates. Machine Readable Passports and Machine Readable Visas are replacing the existing the manual system.25 Regional Passport Offices within Pakistan and 10 Foreign Missions are now equipped with Machine Readable Passport System.

**2.6.3 Malaysia**

The main legislation governing the production of passports and travel documents, their possession by persons entering and leaving Malaysia, and related matters is the Passport Act 1966. Malaysia was the first country in the world to issue biometric passports in March 1998, after a local company, IRIS Corporation, developed the technology. In December 2002, thumbprint data was added to the biometric data on the passport chip. Similar technology is used in the Malaysian identity card Mykad. The biometric data included on the Malaysian passport is a digital photograph of the bearer's face, and images of their two thumbprints. Malaysian immigration checkpoints were the only ones with the technology to read and authenticate the data from the RFID chip using a fingerprint scanner and facial recognition technology, but widespread adoption of e-Passport technology around the world has seen the technology installed in international airports in the USA, the UK and other countries. In addition to biometric data and the personal information stored on the information page, the chip also records the bearer's travel history of the last ten entry and exits at Malaysia border control points.

**2.6.4 Singapore**

The Singapore passport is a travel document issued to the citizens of Singapore. It is issued by the Immigration and Checkpoint Authority of Singapore. Only citizens of Singapore can apply for this passport. The passport is a popular target for counterfeits, due largely to the relatively liberal visa requirements accorded to Singaporean travelers to destinations such as the United States, and the tendency for immigration to clear Singapore passport holders more quickly. It thus adopted several measures to foil forgers, including utilizing digital photos and special ink since October 1999, and the Biometric passport from August 2006. Since 15 August 2006, all newly-issued Singapore passports contain biometric features (Bio-Pass). A major reason for this addition was to comply with the requirements for the US Visa Waiver Program. The features also help to prevent forgery and minimize the abuse of Singapore passports. A biometric passport contains 64 pages unlike the machine readable passports which contains 96 pages. It costs S$ 80 for a passport, with a higher cost due to the special features encoded into the passport. There is a ten dollar rebate if one applies for the passport on the internet, by post or by the deposit box with applicants having to collect the passport personally. The biometric passport project costs S$9.7 million.

**2.6.5 Japan**

Japanese passports are issued to Japanese citizens to travel outside Japan. Ordinary passports are issued to normal citizens. Ordinary passports are issued in two different lengths of validity: five and ten years. Japanese citizens up to 19 years of age can only be issued a five-year passport, while those who are 20 years of age or older can choose either a five-year (blue) or ten-year (red) passport for different registration fees. Official passports are issued to members of the National Assembly and public servants. Diplomatic passports are issued to members of the Imperial Family, diplomats and their family members and government high-level officials. By convention, Japan's Emperor and Empress do not hold a passport. All Japanese passports issued after March 20, 2006 are biometric passports. Japanese passports have the Imperial Seal of Japan inscribed in the center of the front cover.

**CHAPTER 3**

**RESEARCH METHODOLOGY**

**Introduction**

Generally, research methodology is a process to collect data and different information for achieving the research objectives. It primarily focuses on the methods, tools and techniques of data collection. It may include interviews, surveys, research publication and research technique. The instruments for gathering data also fall within the definition of methodology of a research (Aminuzzaman: 1991). In this chapter, we discuss the methodology employed during the data collection. The objective of the research is to review the initiatives of Barisal passport office for amplifying public awareness about the benefits of service delivery through ICT. In the chapter, we explain the rationale for the choice of the methods of data collection, the problems encountered during data collection as well as the data Processing and data Analysis of the study.

**3.1 Research Method**

Qualitative research is a popular method in many different disciplines including social sciences. Denzin and Lincoln (2005) point out that the main aim of qualitative research is to gather in-depth understanding of phenomena, human behavior and understanding behind such phenomena. This explains the need for smaller but focused samples compared to large samples. Qualitative studies are used in instances where one needs to get in-depth knowledge about the phenomena from the view point of the participants.

According to Creswell (2003), qualitative research assumes the natural setting of the participants. Given the need to establish the factors responsible for variation in accountability in local governments, it was important that the in-depth interviews with political and technical leaders of Entebbe Municipal Council and Maracha District local governments be conducted.

This study incorporates qualitative research approach because this approach is more descriptive in nature that largely seeks into the whole gamut of the topic, as I mentioned earlier that the objective of this study is to review the initiatives of Barisal passport office for amplifying public awareness about the benefits of service delivery through ICT that means this study needs to overview of different phenomena concerned to topic deeply and also in detail. Also this approach involves fieldwork that the natural setting of the concerned topic can be clarified more than other type of research approach that will also facilitates me to draw the exact service delivery process of passport office with the brokers and customers action and interaction.

On the contrary, quantitative approach incorporates automatic tool or process to interpret data that relatively more complex and also put emphasis on numerical value. As a new researcher, it causes difficulties to incorporate quantitative research due to skill, knowledge and experience. Also the ultimate goal of this study has no close relation with numerical value of passport service delivery like how many passports they serve or how many citizens take their service etc. That’s why I don’t feel interested to incorporate quantitative approach for this study.

**3.2 Relevant Theory**

The “Theory of R” by ‘KJ John’ about public service delivery is the most valid theory to this research topic. The total collected data has been synchronized relating to this theory.

**3.3 Sources of Data**

The data for this study has been collected from both primary and secondary sources.

**3.3.1 Secondary data**

Secondary data has been gathered through content analysis from the existing available literatures such as relevant books, newspaper reports, previous research works, seminar papers, reports, journals, articles etc.

**3.3.2 Primary data**

Primary data was obtained through in-depth interviews and observation.

1. **In-depth Interviews**

In-depth interviews are conversations between two people that is the interviewer and the interviewee. Yin (2009) argues that the researcher can ask the informant about the facts of a matter as well as their opinions about events. Such informants can become the source of reference for further inquiry sometimes. He however cautions that the researcher should avoid over depending on the informants. Such mistakes can be avoided by resorting to other sources of data for verification.

In-depth interviews are acclaimed for being focused on the case being studied and clarity in provision of insights into casual inferences (Yin, 2009:102). This method however has its own share of both theoretical and practical challenges, which the researcher encountered. Scholars have argued that, the major theoretical challenges of interviewing are biases due to poorly articulated questions, response biases reflexivity and in accuracies due to poor recording among others (Yin, 2009:102). Aware of these challenges, we tried to ensure proper articulation of questions and clarification where necessary and we also tried not to influence the respondents, thereby avoiding the biases. The practical challenges came in as respondents may not be natural but rather act to impress the researcher. This is what Müller refers to ‘arguing,’ that the stage is a place to act; and that the actors have to be familiar with the stage, though, a newly and well-chosen place can stimulate the discussions. It allows for comparisons and can even surprise the actors, such that, in the end, they act in a different way. Different stages will trigger different plays; the actors will shape their bodies and their dialogue in different ways.

1. **Observation**

Observation is another qualitative research technique. It entails observing phenomena in their natural setting. We made use of observation by reporting early to the field. This gave us the opportunity not only to see the way local governments function but also to observe them in their own setting. The challenge with this method lies in the practicality of being time consuming.

The primary data has been collected through structured questionnaire and in-depth interview from the key respondents. The key respondents were related officers (class one), office assistants/staffs of passport office will be brought under the structured questionnaire through in-depth interview and the citizens/beneficiaries and also the intermediaries/brokers of passport office have been brought under the mixed, in-depth interview method to get the primary information. Here the structured questionnaire and in-depth interview have been chosen because both of the two ensures high return rate as well as ewer incomplete answers and also relatively flexible that’s why the respondents would be more free and spontaneous to share their opinion.

**3.4 Sampling Technique**

Sampling is very important in qualitative research because not the whole study population can be studied due to limited time and resources. A study population is the subset of the population with the condition or characteristics of interest defined by the eligibility criteria. It is therefore important to pick out a portion of the population (the sample) that is representative of the entire population.

Two different range of purposive sampling have been used for this study. These are -homogenous and heterogeneous sampling. The homogenous sampling has been used for the higher officials of passport office, the staffs and the other service providers. The heterogeneous sampling has been used for those target population (clients) whom are representing from different groups or sub-groups based on age, gender, educational qualification, social, economic status because it ensures maximum variation. Also the snowball sampling has been used for the group (intermediaries/brokers) that this sampling technique facilitates to give names of further appropriate subjects.

**3.5 Sample Size**

**Table 3.1: Sample Size**

|  |  |
| --- | --- |
| **Nature of Respondents** | **Number of Respondents** |
| Service Provider | 3 |
| Service Recipients | 25 |
| **Total** | **28** |

Although the planned sample size was at least 30 respondents, (5 for service providers and 25 for service recipients). The only 28 of respondents were interviewed (3 of service providers and 25 for service recipients). Among the service providers there were: 1. The Deputy Director of Barisal passport office 2). The Admin. Officer of Barisal passport office 3) The Accountant of Barisal passport office.

**3.6 Sampling Criteria**

The sampling criteria used were mainly purposive because of the nature of the research question. The study involved was looking for people who are knowledgeable about the topic. However, individuals came to be included in the sample by virtue of the office they occupied. Some of the respondents were delegated the responsibility by their immediate supervisors to attend the interview with the researcher. This had the advantage of getting information from resourceful persons. However, it could also compromise the quality of information that was collected, thus posing reliability challenges. To get a balanced view, the sample was included both the service providers and the recipients of Barisal passport office.

**3.7 Research instruments**

Data is often described in one of two broad categories namely: primary and secondary data. Among the primary sources are people, independent and descriptive observation of events, activities and so forth; physical documents and test results. Secondary sources included administrative records, economic and social indicators, prior research studies, published archival data sets.

**3.8 Problems encountered during data collection**

The challenge here is that the researcher did not have prior knowledge of this particular procedure in the research policy of the country. Such delays affected the research process, thus the use of only qualitative methods as opposed to the initial planned mixed methods. The advantage with mixed methods is that it would have enabled the researcher to benefit from the advantages while compensating for the potential limitations of each method (Eckardt, 2008:36). The second challenge relates to getting the respondents for the study. Some potential respondents could not give time for interview as they had busy schedules while some cancelled appointment at the last minute, therefore making me spend a lot of time and money in an attempt to get information. As a result, in some cases, respondents had to be substituted with delegated authority some of whom were very knowledgeable and gave me the necessary information they could. The third methodological challenge relates to measurement of variables in question. The concepts of responsiveness, transparency and monitoring are rather elusive. Therefore measurement of these variables poses a major challenge to the study. However, these variables have a lot of concrete values considering studies of ICT based passport service delivery; therefore we had a trade-off between the measurability and significance. The fourth challenge was practical, time and budget constraints, it became difficult to manage appointments with respondents both the officials and recipients. However, we tried our level best to get as many respondents and sometimes get substitutes or deputies, where it was possible. This nevertheless worked and the much needed data was obtained.

**3.9 Quality of the Data: Validity and Reliability of Data**

If data is not accurate and reliable, it is of little significance (Hedrick et al., 1993). Therefore the quality of data needs to be checked for consistency and conformity to logical tests (Yin, 2009:40). Yin recommends case design tactics for the four design tests:

**Validity**

Validity refers to measuring what we think we are measuring. (King et al., 1994). It is divided into three: construct validity, internal validity and external validity.

**Construct validity** is to identifying correct operational measures for concepts being studied. Yin suggests to be sure that the correct measures are being used; we need to use multiple sources of data. This study therefore used employed in-depth interview, observation as well as document review, which have been elaborated on. Construct tried to define and operationalize the variables.

**Internal validity**seeks to establish causal relationship between variables, whereby one condition is believed to lead to another. This can be done through explanation building and elimination of rival explanations. The relationship between independent variable, Institutional Environmental Factors and Dependent Variable, variation in accountability was established.

**External validity**defines the domain to which the findings of a study can be generalized. This can be done through use of theory in single case studies and replication in multiple case studies. To this end, the researcher used two two-case studies; though they had contrasting experience therefore replicating the same instruments across the sample was useful in getting insights.

**Reliability**on the other hand refers to whether the operations of a study can be replicated by another researcher and the same results are obtained. This at times proves a challenge in qualitative studies but Yin recommends developing respondent’s database.

**3.10 Validity Test**

The collected data have been tested through cross checking with each other and with the secondary data sources.

**3.11 Ethical Considerations**

The study followed the necessary procedures as the researcher obtained a letter of introduction from the University of Barisal, the necessary clearance from the Department of Public Administration and the supervisor; given that it involved first: interviewing public officers and secondly access to government documents. This though proved a challenge at some stage. However, being aware of these requirements for future researchers would involve early contact with the relevant institutions much as the researcher raised his frustration of the system to the concerned authorities. I also sought permission of each respondent to participate in the interviews assuring them of confidentiality of the information and purpose of the study. I further sought to record their voices on tape recorder, of which they were not comfortable with, therefore I had to respect their views and resort to taking notes as the interview went along. This enabled them to express themselves freely.

**3.12 Data Processing**

The Collected data were analyzed, sorted, summarized, calculated edited, formatted, tabulated and classified according to the objective of the research. The collected data were also processed systematically in different research approaches according to the predetermined variables like age, education, occupation, income etc. which were classified on the basis of qualitative approach.

**3.13 Data Analysis**

The data are collected from both primary and secondary sources. After processing, the collected data were then analyzed and interpreted by using some qualitative tools and method. It has also been used Ms-Word, Ms-Excel for the purpose of analyzing the data.

This chapter presented the methodology used to collect data. It highlighted the main research design used in the study. The researcher interviewed 28 participants, both service providers and service recipients. The main methodological challenge was that some of the respondents did not actually participate in the interview, coupled with. This could have been a threat to the reliability of the data, though the researcher had to try and get other relevant sources such as reports and archival records and observation to supplement the findings. There was also a challenge with measuring some of the study variables as the concepts under analysis were quite elusive, therefore the researcher had to focus on the relevance of the variables rather than measurement in some of the cases, nevertheless the findings were satisfactory as we shall see in the following chapters.

**CHAPTER 4**

**RESEARCH FINDINGS, ANALYSIS AND DISCUSSION**

In this chapter, collected primary data will be presented and analyzed systematically in the light of objective, research questions & analytical framework. The data were collected through questionnaire survey, informal interview, and content analysis and webpage survey methods. This chapter presents the results of research findings derived from the primary data analysis by using qualitative method. The present study analyzed how ICT enhance passport service delivery by minimizing gap between government and citizens to ensure satisfaction.

**4.1 Data obtained from service recipients (Questionnaire-A)**

**4.1 (a) Demographic Profiles**

**4.1.1 Distribution of Respondents by Gender**

The distribution of respondents i.e. beneficiaries of passport office were consolidated below according to gender:

**Table 4.1: Distribution of Respondents by Gender**

|  |  |  |
| --- | --- | --- |
| **Male/Female** | **Frequency** | **Percentage** |
| Male | 17 | 68% |
| Female | 8 | 32% |
| **Total** | **25** | **100%** |

From the above table it has been found that most of the recipients are male that holds 68% and the female recipients holds 32%. The male recipients took service more than the female recipients from Barisal passport office. Those are shown below by graph-

**Figure 4.1: Distribution of Respondents by Gender**

**4.1.2 Distribution of Respondents by Age**

The age distribution of the 25 (Twenty Five) respondents were as follows:

**Table 4.2: Distribution of Respondents by Age**

|  |  |  |
| --- | --- | --- |
| **Age Group** | **Frequency** | **Percentage** |
| 21-30 | 13 | 52% |
| 31-40 | 11 | 44% |
| 40+ | 1 | 4% |
| **Total** | **25** | **100%** |

From the above Table-4.2, it has been found that most of the respondents (52%) fall in the  
age group 21-30 that the young people or recipients took more passport service and also the age group 31-40 occupies 44% that the middle aged people also take service a lot from this office and the 40+ people take service not a higher rate. The interpretation presented by the following figure-

**Figure 4.2: Distribution of Respondents by Age**

**4.1.3 Distribution of Respondents by Education Level**

The education levels of the respondents were as follows:

**Table 4.3: Distribution of Respondents by Education Level**

|  |  |  |
| --- | --- | --- |
| **Education Level** | **Frequency** | **Percentage** |
| Below SSC | 5 | 20% |
| SSC | 6 | 24% |
| HSC | 5 | 20% |
| Honors/Masters | 9 | 36% |
| Higher(Post Graduation/PhD) | 0 | 0% |
| **Total** | **25** | **100%** |
|  |

The above table shows that 36% university graduated recipients take service from Barisal passport office and also the 24% fall into SSC and 20% fall both in below SSC and HSC level. The interpretation presented by the following figure-

**Figure 4.3: Distribution of Respondents by Education Level**

**4.2 Citizens Satisfaction: Findings and Analysis**

**4.2.1 Meaning of ICT**

ICT is much more than computers and the internet or even telephony. ICT is embedded in virtually all industrial, commercial and service system. ICT is viewed as both a means and an end for development. Most measures of ICT deal with infrastructure or indirect measures of user’s capacity, such as literacy.

**Table 4.4: Meaning of ICT**

|  |  |  |
| --- | --- | --- |
| **Meaning** | **Frequency** | **Percentage** |
| Using of internet | 8 | 32% |
| Internet based interaction | 1 | 4% |
| Based on internet through mobile phone or computer | 1 | 4% |
| Internet based communication and Technology | 9 | 36% |
| Internet based information delivery | 1 | 4% |
| No Comment | 4 | 16% |
| Use of Science | 1 | 4% |
| **Total** | **25** | **100%** |

The above table showing that most of the respondents (36%) said that ICT means information and communication technology, 32% respondents opined that ICT means Using of internet, 16% respondents have no idea about ICT, and also the other respondents said that Internet based interaction (4%), based on internet through mobile phone or computer (4%), internet based information delivery (4%), Use of Science (4%). The interpretation is presented below-

**Figure 4.4: Meaning of ICT**

By analyzing the above figure, it is clearly evident that most of the recipients of passport office have no clear idea about ICT. This results because regional disparity or lack of ICT based education and awareness.

**4.2.2 Knowledge of using ICT**

ICT based knowledge or education can significantly ensure more use of ICT for taking service or sharing views about any kind of service. Proper ICT based education the passport service recipients can establish more smooth service without any delay. People can easily make the best use of ICT without any obstacles both from office or intermediaries. The knowledge of the respondents to use ICT is given below

**Table 4.5: Knowledge of using ICT**

|  |  |  |
| --- | --- | --- |
| **Level of Knowledge** | **Frequency** | **Percentage** |
| Yes | 5 | 20% |
| No | 20 | 80% |
| **Total** | **25** | **100%** |

The above table shows that most of the recipients have no prior knowledge to use ICT for passport endorsement. It may be for lack of enough educational background or other technical lacking. Very few respondents have the knowledge to use ICT for passport endorsement. These are displayed by the following figure-

**Figure 4.5: Knowledge of using ICT**

So, by the figure it can be clearly said that most of the recipients are not clearly educated to use ICT for a passport processing.

**4.2.3 Effectiveness of ICT based passport service delivery**

ICT based passport service delivery can reduce cost and time both at the initial or final stage of endorsement of a passport. People can fill up the form of passport at home without going to the passport office by using ICT and also they don’t need to face any harassment from any kinds of threats. The passport office also can make best use of ICT that they can send all of the necessary information to the central office by ICT and this process is more effective than previous manual system. The effectiveness of ICT based passport service delivery according to respondents was as follows:

**Table 4.6: Effectiveness of ICT based passport service delivery**

|  |  |  |
| --- | --- | --- |
| **Level of Effectiveness** | **Frequency** | **Percentage** |
| Yes | 16 | 64% |
| No | 9 | 36% |
| **Total** | **25** | **100%** |

The above table shows that most of the respondents (64%) think that ICT is more effective to provide passport service than the manual system and they also want to take the benefit of ICT. On the other hand 36% of the respondents think that ICT is not far more effective for passport service delivery. These are presented below-

**Figure 4.6: Effectiveness of ICT based passport service delivery**

The figure showing that the people are getting benefit by ICT through passport service delivery, actually ICT has launched to provide more effective service to the citizens. So it is clear that people are more aware of ICT based passport service delivery.

**4.2.4 Initiatives for increasing awareness of ICT based service delivery**

For ensuring the best use of ICT based passport service delivery the office could arrange or take several measures to raise people’s awareness like seminars, workshops, trainings, fairs etc. This could also reduce their burden of work that the aware recipients may not bother the officials more for initial works. The initiatives taken by the officials for raising awareness of ICT based service delivery according to recipients were as follows:

**Table 4.7: Initiatives for increasing awareness of ICT based service delivery**

|  |  |  |
| --- | --- | --- |
| **Level of Initiatives** | **Frequency** | **Percentage** |
| Yes | 17 | 68% |
| No | 8 | 32% |
| **Total** | **25** | **100%** |

The table showing that 68% of the respondents gave their view that the passport office has several initiatives to raise public awareness for ICT based passport service delivery and the other 32% said that there is no initiative for raising public awareness. It may be resulting of information gap other technical problems. The interpretation is displayed below-

**Figure 4.7: Initiatives for increasing awareness of ICT based service delivery**

From the above figure it is clear that the passport office have necessary initiatives like seminars, public hearings or other social networking with the clients that they can make the best use of ICT based passport service delivery.

**4.2.5 Condition of skilled personnel to provide service on due time**

Skilled human resource or officials is the pre-requisite to provide the best possible ICT based passport service to the recipients. The recipients may not get the fruitful result of passport service if the officials are not will trained up or skilled. Adequate skilled human resource can fulfill all the demands of the clients to ensure citizens satisfaction at the highest mark. The existing condition of skilled personnel to give service on due time-

**Table 4.8: Condition of skilled personnel to provide service on due time**

|  |  |  |
| --- | --- | --- |
| **Level of skilled personnel** | **Frequency** | **Percentage** |
| Yes | 19 | 76% |
| No | 6 | 24% |
| **Total** | **25** | **100%** |

The table shows that 76% respondents opined that the passport office has adequate skilled personnel. On the other hand 24% respondents opined that the number of skilled officials is not enough. The interpretation is displayed below-

**Figure 4.8: Condition of skilled personnel to provide service on due time**

By the figure it is clear that the digitalized passport office has adequate officials to provide best effective service for citizen’s satisfaction.

**4.2.6 Condition of monitoring and evaluation of service delivery**

Proper monitoring and evaluation by the respective authority or body is very critical and significant to get the best outcome of an initiative or action. By proper monitoring the responsible authority can reap the effective result that can ensure citizens satisfaction and also the officials who are carrying out the vested duties may become more responsible, transparent and accountable to provide ICT based passport service. The existing monitoring and evaluation of service delivery is as follow:

**Table 4.9: Condition of monitoring and evaluation of service delivery**

|  |  |  |
| --- | --- | --- |
| **Level of Monitoring** | **Frequency** | **Percentage** |
| Yes | 13 | 52% |
| No | 12 | 48% |
| **Total** | **25** | **100%** |

The table shows that 52% opined that there is existing monitoring and evaluation body for ICT based passport service delivery and the other 48% respondents said that there is no monitoring and evaluation body. The interpretation is presented below-

**Figure 4.9: Condition of monitoring and evaluation of service delivery**

By the graph it is clear that the recipients of passport office have doubt about the existence of proper monitoring and evaluation body that can establish more transparent and responsive service.

**4.2.7 Success of ICT to reduce time and cost to get the service**

ICT based passport service delivery is effective to reduce time and cost both from customers end and also from providers end. The customers have no need to go to passport office to fill up the passport form that reduce time and also cost. On the other hand, the officials can disseminate necessary information to their recipients on their website or other social sites also they can send all the passport related information to the central office through internet but previously this function was based on postal service that was more time consuming and costly. So by introducing ICT based passport service it has become very effective to reduce time and cost. The success of ICT to reduce cost and time to get passport service is as follows:

**Table 4.10: Success of ICT to reduce time and cost to get the service**

|  |  |  |
| --- | --- | --- |
| **Level of Success** | **Frequency** | **Percentage** |
| Strongly Agree | 4 | 16% |
| Agree | 10 | 40% |
| Uncertain | 6 | 24% |
| Disagree | 5 | 20% |
| Strongly Disagree | 0 | 0% |
| **Total** | **25** | **100%** |

The above table showing that most of the respondents (40%) opined ICT can reduce time and cost to get the passport service, 20% people said that ICT is the most effective measure to get efficient passport service. Also the other 24% people remain uncertain on this ground and 20% respondents disagreed on this issue. These are displayed below-

**Figure 4.10: Success of ICT to reduce time and cost to get the service**

The above graph clearly focuses that most the recipients have faith in ICT that it can reduce time and cost to get the service in a hassle-free way. The fewer respondents showed negative comments because lack of effective technical problems etc.

**4.2.8 Level of responsiveness of the officials**

Responsiveness indicates the pro-activeness and also the re-activeness of the passport officials in relation to the demand of the recipients. More responsiveness both at initial and final or other stages establish a mutual trust relationship between service providers and recipients to enhance the service delivery at its peak. The officials should provide necessary information regarding any issue of passport endorsement like from form fill-up to final passport endorsement. They should cooperate with the masses in a very friendly way that the customers can found a homely environment to take the passport service. The present status of responsiveness of the officials according to the recipients is as follows:

**Table 4.11: Level of responsiveness of the officials**

|  |  |  |
| --- | --- | --- |
| **Level of responsiveness** | **Frequency** | **Percentage** |
| Yes | 8 | 32% |
| No | 17 | 68% |
| **Total** | **25** | **100%** |

The above table shows that most of the respondents (68%) are not satisfied about the responsiveness of the passport officials and the other 32% respondents found that the passport officials are responsive to provide their services. This assessment are displayed below-

**Figure 4.11: Level of responsiveness of the officials**

The graph shows that, most of the respondents said that the responsiveness of the officials is not well enough that the recipients being harassed for short of necessary information. The officials should disseminate information when it needs.

**4.2.9 Problems during service taking period**

There is a public perception that the passport office has some deep-rooted problems that have not been eradicated from its birth. The following identified problems have been found during the data collection of this research-

**Table 4.12: Problems during service taking period**

|  |  |  |
| --- | --- | --- |
| **Problems** | **Frequency** | **Percentage** |
| Less responsive, Delay to get service | 4 | 16% |
| Delay | 3 | 12% |
| No comment | 3 | 12% |
| Corruption & Delay | 1 | 4% |
| Broker, Not responsive officials | 1 | 4% |
| Brokers, Delay | 5 | 20% |
| Brokers, Delay to get service | 2 | 8% |
| More time consuming, Brokers, Police verification | 1 | 4% |
| No Problem | 5 | 20% |
| **Total** | **25** | **100%** |

The table shows that the respondents opined about different problems of passport office. Among them 20% said about broker’s problem and delay to get service, few of the respondents said about corruption and problem in police verification also some respondents (20%) said that there is no problem exists in passport office. These are explained by the following figure-

**Figure 4.12: Problems during service taking period**

The figure showing that the recipients of passport office is facing some problems during different stages of service taking but the establishment of ICT reduce problems comparatively than the previous manual system.

**4.2.10 Success of ICT to reduce corruption**

Data regarding following variable has been collected from beneficiaries’ respondents to measure the utilization of e-service delivery of passport office. The effectiveness of ICT based passport service delivery depends on various variables. Reduction of corruption by e-service delivery is one of the important variables for e-service effectiveness.The success of ICT to reduce corruption is as follows:

**Table 4.13: Success of ICT to reduce corruption**

|  |  |  |
| --- | --- | --- |
| **Level of Success** | **Frequency** | **Percentage** |
| Strongly Agree | 2 | 8% |
| Agree | 7 | 28% |
| Uncertain | 6 | 24% |
| Disagree | 10 | 40% |
| Strongly Disagree | 0 | 0% |
| **Total** | **25** | **100%** |
|  |

The table shows that 40% respondents denied that ICT can reduced corruption in passport service delivery, 28% respondents agreed with this statement, 24% remain without any comment and also 8% strongly agreed with this. This interpretation is presented below-

**Figure 4.13: Success of ICT to reduce corruption**

The above graph showing that most of the respondents have opined that ICT is not very effective to reduce corruption in passport service delivery because for the fulfillment of all important stages like- data entry, pre-enrollment, police verification etc. ICT have not a significant part yet. So, at these stages corrupt activities took place. But if ICT can be established in all of these stages then the rate of corruption can be minimized at a satisfactory level.

**4.2.11 Role of recipients for better service delivery**

Service recipients are the key stakeholders of the passport office. The role of stakeholders to improve service delivery is got an overwhelming importance around the world. Sound cooperation between service providers and recipients is mandatory to establish effective and efficient service delivery for any kind of service. Here the service recipients of passport office should cooperate and go through all the stages of passport endorsement with the proper guidelines of the passport office. The role of service recipients to improve ICT based passport service delivery is as follows:

**Table 4.14: Role of recipients for better service delivery**

|  |  |  |
| --- | --- | --- |
| **Level of Role** | **Frequency** | **Percentage** |
| Strongly Agree | **9** | 36% |
| Agree | **7** | 28% |
| Uncertain | **9** | 36% |
| Disagree | **0** | 0% |
| Strongly Disagree | **0** | 0% |
| **Total** | **25** | **100%** |

The table shows that 36% respondents agreed that the role of recipients is necessary for better passport service delivery, other 36% remain uncertain on this ground, 28% also agreed about the importance of service recipients role in better service delivery. This assessment is displayed below-

**Figure 4.14: Role of recipients for better service delivery**

The figure shows that the role of the recipients is a very vital point to establish effective passport service delivery to ensure standard citizens satisfaction.

**4.2.12 Suggestions to improve service delivery**

To solve a problem, approach from field level or problems who faced is very much effective. That’s why the valuable suggestions that shared by the service recipients are very much significant to ensure customers oriented responsive passport service delivery.

**Table 4.15: Suggestions to improve service delivery**

|  |  |  |
| --- | --- | --- |
| **Suggestions** | **Frequency** | **Percentage** |
| More responsive | 5 | 20% |
| More human resource, More awareness creation | 1 | 4% |
| More transparency and regulation | 1 | 4% |
| More regulation and More manpower | 1 | 4% |
| More HR and more regulation | 1 | 4% |
| More corruption free service | 1 | 4% |
| More accountability | 1 | 4% |
| Proper monitoring | 1 | 4% |
| N0 Comment | 3 | 12% |
| More flexible rules | 1 | 4% |
| Open a help desk for recipients | 2 | 8% |
| Less cost for police verification | 1 | 4% |
| Broker free office | 1 | 4% |
| Time reduction | 1 | 4% |
| More officials and campaigning | 2 | 8% |
| Proper ICT training and skilled manpower | 1 | 4% |
| More cooperative with mass people | 1 | 4% |
| **Total** | **25** | **100%** |

The above table shows that 20% respondents urged about the more responsiveness of passport officials, 8% opined about a help desk, other 8% said about more officials and campaigning. Also there are some other recommendations like proper monitoring (4%), corruption free service (4%), broker free office (4%), less cost for police verification (4%) etc. This interpretation is presented below-

**Figure 4.15: Suggestions to improve service delivery**

The figure shows that the service recipients of passport office shared some crucial recommendations to improve the service delivery more. The respective authority can consider these issues and also can ensure the best possible desired service by the passport recipients.

**4.3 Data obtained from Passport Officials (Questionnaire-B)**

The officials of passport office play vital role for success of establishing ICT based service activities by providing e-service to the people. They are the main actors in this arena. For this reason, some important data has been collected from them for this study purpose. The study was conducted on June 30 to July 12, 2015 at Barisal Sadar. The respondents were mainly officials of passport office like the Deputy Director, the administrative officer, accountant. The collected information and data has been displayed and interpreted in the following table and figures.

**4.3 (a) Demographic Information**

**4.3.1 Distribution of Respondents by Gender**

The distribution of respondents i.e. officials of passport office were consolidated below according to gender:

**Table 4.16: Distribution of Respondents by Gender**

|  |  |  |
| --- | --- | --- |
| **Male/Female** | **Frequency** | **Percentage** |
| Male | 3 | 100% |
| Female | 0 | 0% |
| **Total** | **3** | **100%** |

The table showing that all the respondents (officials) are male.

**Figure 4.16: Distribution of Respondents by Gender**

The above figure (4.15) shows that among three respondents, 100% were male and there were no female respondents. This proves that male is in dominating position in respect of passport service delivery though female respondents are a bit less than male.

**4.3.2 Distribution of Respondents by Age**

The age distribution of the 3 (Three) respondents were as follows:

**Table 4.17: Distribution of Respondents by Age**

|  |  |  |
| --- | --- | --- |
| **Age Group** | **Frequency** | **Percentage** |
| 21-30 | 0 | 0% |
| 31-40 | 2 | 67% |
| 40+ | 1 | 33% |
| **Total** | **3** | **100%** |

The above table presents 3 (Three) respondents among different groups with percentages which are explained with the following figure-

**Figure 4.17: Distribution of Respondents by Age**

From the above figure, it has been seen that most of the respondents 67% are experienced and also not very aged and they fall into age group (31-40). The second highest respondents of passport official’s fall into age group 40+ and the percentage is 33%. Analyzing the above graph and data, I have found that the entire passport official’s age limit is within 50 years. More than 50 years, old officials are not available. So, it proves that service provided by the passport office is very smooth and efficient as most of the service providers are not very aged and they are also experienced enough.

**4.3.3 Distribution of Respondents by Education Level**

The education levels of the respondents were as follows:

**Table 4.18: Distribution of Respondents by Education Level**

|  |  |  |
| --- | --- | --- |
| **Education Level** | **Frequency** | **Percentage** |
| Below SSC | 0 | 0% |
| SSC | 0 | 0% |
| HSC | 0 | 0% |
| Honors/Masters | 3 | 100% |
| Higher(Post Graduation/PhD) | 0 | 0% |
| **Total** | **25** | **100%** |
|  |

In the above table, the respondents are arranged according to their educational background. The data related to passport official’s education have been displayed and interpreted by the following figure-

**Figure 4.18: Distribution of Respondents by Education Level**

From the above figure, it has been seen that all the officials’ level of education is equivalent or more than Honors/Masters level which is a good sign. All the three officials (100%) have the same degree. As most of the officials are well educated, the service quality of passport office will be higher and excellent which will ensure better service delivery.

**4.3 (b) Infrastructure and Logistic Support of Barisal Passport Office**

**4.3.4 Use of ICT makes the passport service delivery easier**

ICT can establish easier service delivery than the manual process of service delivery by establishing necessary infrastructure and other measures. All types of e-service activities like e-mail, on-line banking, on-line shopping, Skype, internet browsing etc. largely depend upon the proper infrastructure of ICT. If the infrastructure is at satisfactory level, e-service delivery of passport office can be provided according to the customers demand. The officials can provide necessary information and all the other important functions like issuing of passport from the central office, cross-check of passport information with the database etc. Previously these functions consume so much time and resource but now for ICT these functions became very swift.

**Table 4.19: Use of ICT makes the passport service delivery easier**

|  |  |  |
| --- | --- | --- |
| **Level of Effectiveness** | **Frequency** | **Percentage** |
| Yes | 3 | 100% |
| No | 0 | 0% |
| **Total** | **3** | **100%** |

The above table shows that all the three respondents (100%) opined that the use of ICT makes the passport service delivery easier than the previous manual system. This assessment is presented below-

**Figure 4.19: Use of ICT makes the passport service delivery easier**

Analyzing the above figure it is clear that the passport officials are largely appreciate the establishment of ICT to provide passport service for the citizen’s satisfaction.

**4.3.5 Present status of ICT infrastructure in passport office**

Proper infrastructural development for a certain purpose can facilitates more to reach the desired goal. For establishing ICT based passport service delivery, proper infrastructural development especially at the regional areas with necessary equipments is very urgent. Proper development of ICT infrastructure is very useful to provide effective and efficient passport service to the citizens. Proper infrastructural development also increases the Usability of ICT both from citizens and officials end. According to respondents view, the present infrastructure of ICT is explained on the following way, by using Yes, No scales-

**Table 4.20: Present status of ICT infrastructure in passport office**

|  |  |  |
| --- | --- | --- |
| **Level of Status** | **Frequency** | **Percentage** |
| Yes | 3 | 100% |
| No | 0 | 0% |
| **Total** | **3** | **100%** |

The table shows that all the respondents (100%) are satisfied with the present status of infrastructure of ICT in passport office. This is displayed below-

**Figure 4.20: Present status of ICT infrastructure in passport office**

The figure clearly indicates that the present ICT infrastructure is very effective to provide the best possible passport service in relation to citizen’s demand.

**4.3.6 Level of training for passport officials**

The officials of passport office are the key personnel for providing the e-services to the regional  
community people. To make the passport office more effective, trained officers and staffs are very much necessary. The officials of passport office are some young and inexperienced people those do not have satisfactory knowledge regarding the e- passport service delivery to meet the citizens’ desire. Proper training can ensure administrative literacy of the officials that means the officials can have proper knowledge and efficient skills to provide services. They need knowledge and skills to provide service because there are different variations of customers based on gender, age, educational qualification. Each of the group needs special and separate treatment by the officials. Proper training assists to better treatment of the recipients. If they are trained at a desired level, they will be able to provide more services efficiently. The level of training of the officials of passport office is as follows-

**Table 4.21: Level of training for passport officials**

|  |  |  |
| --- | --- | --- |
| **Level of Training** | **Frequency** | **Percentage** |
| Yes | 3 | 100% |
| No | 0 | 0% |
| **Total** | **3** | **100%** |

The above table shows that, 100% of the respondents opined that they have training to provide ICT based customer’s oriented service. This explanation is presented below-

**Figure 4.21: Level of training for passport officials**

By the figure, it can be said that the passport officials have prior knowledge to provide effective ICT based service that can meets up customers demand.

**4.3.7 Condition of monitoring and evaluation of service delivery**

Proper monitoring and evaluation of service delivery can fosters more fruitful service from the providers to the citizens. It is the sole responsibility of passport office to monitor and evaluate its service providing nature and also take necessary initiatives for further improvement. The existing monitoring and evaluation of service delivery is as follow:

**Table 4.22: Condition of monitoring and evaluation of service delivery**

|  |  |  |
| --- | --- | --- |
| **Level of Monitoring** | **Frequency** | **Percentage** |
| Yes | 3 | 100% |
| No | 0 | 0% |
| **Total** | **3** | **100%** |

The table showing that all the three respondents (100%) opined that they monitor and evaluate their service providing by different measures. This illustration is manifested below-

**Figure 4.22: Condition of monitoring and evaluation of service delivery**

The figure indicates that the passport officials monitor their service providing by using different initiatives like observation etc. There is a monitoring room in the passport office, where exists close circuit cameras by which the Deputy Director himself monitor the service providing of the office. Also the passport office evaluates their service by taking comments or objections from the clients of the passport office to improve more their service providing. So, it can be clearly said that the passport office is very effective to monitor and evaluate its service providing for citizens satisfaction.

**4.3.8 Success of ICT to reduce time and cost to get the service**

The success of ICT to reduce cost and time to get passport service is as follows:

**Table 4.23: Success of ICT to reduce time and cost to get the service**

|  |  |  |
| --- | --- | --- |
| **Level of Success** | **Frequency** | **Percentage** |
| Strongly Agree | 2 | 67% |
| Agree | 1 | 33% |
| Uncertain | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| **Total** | **3** | 100% |

The table showing that, 67% respondents strongly agreed about the success of ICT to reduce time and cost for service providing and also the other 33% agreed on the same statement. This interpretation is displayed below-

**Figure 4.23: Success of ICT to reduce time and cost to get the service**

By analyzing the above graph, it can be undoubtedly said that ICT is the best effective tool to reduce time and cost to provide passport service that also assists to minimize customer’s harassment to establish trust relationship between service recipients and providers.

**4.3.9 Success of ICT to reduce corruption**

The success of ICT to reduce corruption is as follows:

**Table 4.24: Success of ICT to reduce corruption**

|  |  |  |
| --- | --- | --- |
| **Level of Success** | **Frequency** | **Percentage** |
| Strongly Agree | **2** | 67% |
| Agree | **1** | 33% |
| Uncertain | **0** | 0% |
| Disagree | **0** | 0% |
| Strongly Disagree | **0** | 0% |
| **Total** | **3** | **100%** |

The collected data are presented and explained in the figure below-

**Figure 4.24: Success of ICT to reduce corruption**

By analyzing the above figure, it is evident that 67% of the respondents strongly agreed about ICTs success to reduce corruption and also the other 33% respondents agreed that ICT can reduce corruption.

So, it is clear that ICT can reduce corruption at a satisfactory rate that ensures better service delivery for the citizens.

**4.3.10 Role of service recipients to improve service delivery**

The role of service recipients to improve ICT based passport service delivery is as follows:

**Table 4.25: Role of service recipients to improve service delivery**

|  |  |  |
| --- | --- | --- |
| **Level of Role** | **Frequency** | **Percentage** |
| Strongly Agree | **3** | 100% |
| Agree | **0** | 0% |
| Uncertain | **0** | 0% |
| Disagree | **0** | 0% |
| Strongly Disagree | **0** | 0% |
| **Total** | **3** | **100%** |

The collected data are manifested in the figure below-

**Figure 4.25: Role of service recipients to improve service delivery**

By observing the figure (4.24), it is clear that all the respondents (100%) opined that the role of service recipients is very much crucial for better service delivery.

To establish a friendly-cooperative service taking and giving environment, the role of both stakeholders (providers + Recipients) is very much urgent.

**4.3.11 Barriers faced by the passport office**

There are some unwanted and unwelcomed barriers faced by the passport office for different unavoidable reasons. These are shown below-

**Table 4.26: Barriers faced by the passport office**

|  |  |  |
| --- | --- | --- |
| **Barriers** | **Frequency** | **Percentage** |
| Technical problems | 1 | 34% |
| Technical Problems and Budget problem | 1 | 33% |
| Technical problem and server problem | 1 | 33% |
| **Total** | **3** | **100%** |

The above table represents that 34% of the respondents opined about the technical problems, 33% of the respondents said about technical problems and budget problem and the other 33% opined about server problem with technical problem. This explication is demonstrated below-

**Figure 4.26: Barriers faced by the passport office**

From the above graph, it is revealed that the technical problems are the main problem of passport office. This problem took place because of so much pressure on the server and also the internet speed or load-shedding etc problem. This problem also prevails more in the regional areas than the city or urban areas because the regional areas are not well technically developed for geographical distance. This problem can be eradicated by establishing necessary infrastructure at the regional areas.

**4.3.12 Suggestions made by the Providers**

There are some valuable suggestions depicted by the service providers of passport office. These are demonstrated below-

**Table 4.27: Suggestions made by the Providers**

|  |  |  |
| --- | --- | --- |
| **Suggestions** | **Frequency** | **Percentage** |
| Proper awareness of public | 1 | 34% |
| More awareness and Technical assistance | 1 | 33% |
| Proper awareness and ICT based education | 1 | 33% |
| **Total** | **3** | **100%** |

The figure showing that, 34% of the respondents talked about the proper awareness of public, 33% said about more awareness and technical assistance and the other 33% opined about proper awareness and ICT. This illustration is presented below-

**Figure 4.27: Suggestions made by the Providers**

By analyzing the above graph, it is evident that the people’s awareness is mandatory for effective ICT based passport service delivery. Also the other recommendations like technical assistance etc should be implemented to reap the best output of ICT based passport service delivery.

**Key findings**

**Passport Application and Official Processing**

Although several attempts have been made in the past to ease the passport application process, still there remain some problems, which are: each applicant has to meet different requirements and go through several steps while applying and receiving a passport. It is observed that time-to-time the authorities have taken some measures to prevent forgery and irregularities; but those measures, in turn, have made the process more troublesome, especially for ordinary citizen. Applicants now have to be present while handing in their application as well as receiving the passport.

Passport offices cannot process a passport without police verification report. This rule has made applicants more dependent on the SB police. During the process of verification, the police ask for various documents to establish the identity of the applicant. If the applicants are unable to satisfy the police, they have to endure harassment and delay.

Besides, the communication of the Department of Immigration and Passport with citizens on its services is not adequate. The passport offices have not developed sufficient services to inform the applicants on passport application process and requirements. They just distribute application forms. As a result, the applicants who are illiterate and hail from rural areas have to depend heavily on brokers.

**Lack of incentive and motivation**

The other related challenge is the lack of motivation and incentives for improving the quality of services. The absence of a central agency to translate the vision of improving service delivery on-the-ground is needed and incentivize innovation. The absence of a system to monitor service performance, especially at the sub-regional level, also discourages efforts to improve service quality and perpetuates the status quo. Despite initiatives to introduce tools such as the ‘Citizen Charter’ absence of mechanisms to objectively monitor some of the basic parameters such as speed and efficiency of service, has failed to produce on-the-ground change. Experience around the world has shown that, if used correctly, information and communication technology (ICT) can be a powerful tool to empowering populations by reducing costs, corruption and inefficiencies, improving quality, transparency and promoting access to government services. Transparency is enhanced, as processes are re-engineered to be “e-deliverable”. Electronic services (“e-services”) can bring delivery closer to citizens so less money is spent on transportation and less time is spent waiting in lines. Transparency makes management and delivery processes more straightforward resulting in less reliance on rent-seeking middlemen.

**Gap between clients’ expected service and present service delivery system**

There is a gap identified through this study between client’s expected service and present service delivery system. Service takers identified complexities in police verification process, lack of motivation of service providers and high charge of the service. This is to mention that OSSC provides Very Urgent Category passport (Fee Tk6900), which does not require immediate police verification. In the subsequent time during the process of verification, the police ask for various documents to establish the identity of the applicant. If the applicants are unable to satisfy the police, they have to endure harassment and delay. Sometimes issued passports become null and void due to adverse verification report.

In this chapter, I have discussed about the collected data both from the beneficiaries and service providers of passport office. Both of the two groups unleash separate issues and also very significant ideas that should be considered to take into action for future development of ICT based passport service delivery.

**CHAPTER 5**

**CONCLUSION AND RECOMMENDATIONS**

**5.1 Conclusion**

ICT is the key issue for overall development and to run a modern government in any democratic country. It has emerged as a single most effective strategic intervention to empower citizens and to provide services at the door of stakeholders. The vision of ‘Digital Bangladesh’ can be achieved by establishing proper ICT infrastructure that facilitates all the sectors to be more responsive towards citizen’s demand. The government provides different public services by enforcing necessary regulatory measures and proper infrastructural development. Over the years, the service of passport office has become one of the most overwhelming public demandable sectors because the people of our country are more prone to go abroad for job, medical assistance, higher education, culminating activities etc. and for this entire passport is the basic pre-requirement.

ICT has been established in the passport service delivery for more efficiency and effectiveness and also to ensure trust relationship between service providers and recipients. ICTs effectiveness to reduce corruption, time, and cost to get the service has far reaching effect on assuring citizens satisfaction.

In this study, it has been found that the beneficiaries have lack of some proper knowledge of ICT based passport service delivery, and that’s why they are not getting the proper benefit of ICT based passport service delivery fully. But there is no doubt that the ICT based passport service delivery is much more effective than the previous manual system and the service recipients of passport office are getting benefitted of this innovation partially. Soon it will be more fruitful by initiating necessary applications both by the government, office and also sound cooperation by the service recipients. Despite, there are some problems depicted both by the providers and recipients; their worthy suggestions can initiate a greater change towards establishing citizen’s friendly passport service delivery. Clear decentralization that means a passport office should have the sole authority for completing all the stages of passport should be established. In order to move towards a better future that ensures a competitive, responsible, vibrant, and dynamic digitalized passport office in Bangladesh, it needs to bridge the gap between the services promised and services offered. More public awareness, more flexible passport rules and procedures with better responsiveness of the passport officials can profoundly establish efficient ICT based passport service delivery in Bangladesh.

**5.2 Recommendations**

According to the findings of this study, the following recommendations are made in order to help policy makers, the Department of Immigration and Passport and the SB police to streamline this service.

**A. Policy Level**

**Increase of budget allocation for the Department of Immigration and Passport**

The budget allocation for the Department of Immigration and Passport is very low as compared to the earnings from this department. As a result, infrastructure and technological development of this department have been neglected for years. The department is understaffed and has less manpower than approved. So the budget of this department has to be increased at least twofold for its modernization and efficient functioning.

**Increase of manpower, institutional capacity and development of infrastructure**

Shortage of manpower is one of the prime causes of corruption and irregularities in passport delivery service. Manpower shortage along with institutional capacity and deficiency in infrastructure aggravate poor service delivery for the people.

**Outsourcing of passport service**

As an alternative measure, agents should be employed for an interim period to weaken the dominance of brokers and travel and recruiting agencies in this service. They can be assigned as passport agents under some legal framework, so that they cannot indulge in any wrongdoing.

**Modernization and Computerization of passport offices**

Presently, a huge amount of administrative work, register maintenance and record keeping are done manually, which is time consuming and difficult in the present situation of huge demand for passports at some offices. Computerization would save time and help reduce some of the problems resulting from staff shortage.

**Implementation of proposed National Information and Registration Department**

A national database of the entire population should be set up on the computer, where personal  
data of each citizen will be available for multiple uses. The government has already  
completed a feasibility study for setting up a National Information and Registration  
Department (NIRD). So its implementation should be accelerated.

**Withdrawal of Official Secrets Act, 1923**

Official Secrets Act 1923 should be withdrawn to enable the media and public to have access to the information of the department. Its withdrawal would increase transparency and accountability of the passport service.

**Provision of Incentives for the staff**

Incentives for the officers and staff of the passport department and the SB police can be introduced based on the number of applications processed/ written, and the number of applicants verified. This will provide impetus to the officers and staff to reduce delay in processing applications and issuing passports. The money for incentives can be taken from passport application fees.

**B. The Department of Immigration and Passport**

**Simplification of passport application and delivery process**

Several attempts have been made to date to simplify the process of passport application and the passport delivery process, some of which have proved effective. However, there exist some limitations in the application from and process and steps should be taken to remove them.

**Transparency and accountability in the passport department**

The corruption of a section of officers and staff has been shown up by this research, and also the fact that it has helped create administrative indiscipline and non-professionalism in the Department of Immigration and Passport. Transparency and accountability must be restored in the department.

**Setting of a website and provisions of Internet application**

Although the Department of Immigration and Passport has a link on the website of the Home Ministry, a separate website of this department must be set up. Necessary information on applications can be made available on the website, so that applicants can get information on the status of application. An Internet application provision can also be introduced on this website.

**Preparing a Free booklet or Leaflet**

A booklet can be developed that include description of passport types, fees, location of banks, place to enquire, steps for processing applications, and other requirements for documents and payments. This booklet can be distributed with the application form free of charge.

**Creation of a Complaint and Grievance Cell**

Splitting inquiry and complain counter into separate Information Counter, and Complaint and Grievance Cell should be introduces that would increase the accountability of its services towards passport applicants.

**C. Police Department**

**Reducing the complexities and involvement of Police Verification**

Police verification is now an essential part of the passport delivery system. Once the passport office could issue passport after a certain period whether the police report was available or not. But, recently the government has changed this rule presumably of the allegation of receiving passports by the foreigners and terrorists. Alternative measures to ensure the same objectives, and revamping of the SB police need to be explored. But in the long run the involvement of police has to be reduced.

**Provision of adequate transport allowance for the police verification**

There is no specific transport allowance earmarked for the police for performing the verification. This situation allows and provides an excuse for extortion from the applicants being verified. To counter such practices, there must be adequate provision of transport allowance for police carrying out the task of verification.

**D. Others**

**Customer’s satisfaction survey**

In the present passport delivery system, consumers do not have any say in improving this service. At the same time, the authority does not have a system of assessing the state of the service. A customers’ survey like ‘Report Card Survey’ can be carried out at regular intervals to learn of the quality of, and the loopholes in the service, after which measures can be taken to improve the service. The authority or a citizen’s committee could conduct the survey.

**Capacity Development of the service providers**

To implement e-services and deliver services at the citizen’s doorsteps, Access to Information program is working closely with different training academies/ institutions of the government. The project is focused on promoting public private partnership for the capacity development of the public servants. To start with, a2i arranges a series of workshops was arranged in coordination with Bangladesh Public Administration Training Center (BPATC), Bangladesh Civil Services Administration Academy (BCSAA) and National Academy for Planning and Development (NAPD).

**Make information available**

Regarding passport types, fees, location of banks, place to enquire, steps for processing applications, and other requirements for documents and payments a booklet can be prepared. This booklet can be distributed with the application form free of charge.

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