EXECUTIVE SUMMARY

Department of Immigration and Emigration (DIE) is the border controlling agency of Sri Lanka. Functions of the department cover all aspects related to control people who crossing the border of the country. DIE is recognized as one of the prominent government organizations in the country which has the longest history of using computer based systems for service delivery. Overseas Missions branch of the DIE which operates all the functions to issuing of passports for the Sri Lankan diaspora is the identified location of this project. Although the DIE has won national level productivity awards, the passport issuing process of the overseas mission branch has criticisms for its delays, loses and many other related issues arising due to the weak points of the existing process. The prevailing process has several manual steps. Therefore, this project aims to replace those manual steps with new online passport application processing system which can bring higher efficiency and effectiveness to the Overseas Mission branch. When implanting the project, several critical limitations were identified, out of which the main limitation was the complexity and unorganized nature of available data which have been used to identify and establish the problem.

The Department of Immigration and Emigration was established soon after the independence of Sri Lanka (then Ceylon) and issuing of new Ceylon passports were started on 01.11.1949. The department get the legitimate authority from Parliamentary acts to execute its tasks. Around 3 million Sri Lankan diaspora and their descendants are spread all around the world. Their foreign worker remittance in year 2017 was reported as US $ 7,164 million. Therefore, it is the responsibility of the department to provide equal facilities like one day service for citizens living in the country as well as for the living abroad. The average time to process an application at the Overseas Mission branch was calculated as 67 days. This is an unacceptable delay. The delaying steps of the application processing system were identified through an analysis carried out in the project. The main delay was reported as the extended time taken for applications to reach the department form the collecting diplomatic mission.

It was proposed in this project to introduce an online process as remedy for identified problems. A person lively connected to the internet is defined as online. Accordingly, the proposed new system enables the citizens to apply for passports via an online system. Policy reforms, Process improvement and Capacity building, training, awareness have been

identified as the three main components that critical for implementing the project. Public policy is defined as a process that a society makes the decisions on the behaviors that are acceptable and unacceptable. Need of several policy reforms were identified in order to implement this project. The lean six sigma is a method that increase the productivity using existing resources by streamlining the process. That method was used for process improvement in this project. Several programs related to capacity building, training and awareness were proposed in parallel with the advancement of systems to improve the capacity of department employees.

In this project, the policy reforms function made the ground level suitable for successful process improvement. The introducing new system is able to bring the total application processing time to 16 days. It is a 76.12% of total time reduction. After the process improvement, the sigma level is also decreased up to 5.26 days which was 20.26 days before the introduction of new system. The appropriately planned capacity building, training and awareness programs were aimed to fill the newly created knowledge gap due to the new system. The available resources of the department was used in the project and only the expertise knowledge such as computer programing which the department is currently lacking will be outsourced. Accordingly, the additional amount of fund requirement would not be a burden to the treasury. The main expected outcomes of this project is citizen satisfaction by increasing the process efficiency and effectiveness. Accordingly the project has mainly addressed the social issues as well as departmental issues.

The government processes are directly linked with the citizens and it is a responsibility of the government to provide services quickly and free of corruption. Accordingly, the DIE at its early stages, efficiency factor has been taken into serious consideration and has introduced the best IT based system of the country. Hence, the OM branch of the department was aiming to offer their services online. With the installation of the new system, the consistency level of the process has been increased dramatically. It is noted that approximately equal time has been taken for every application to process. Those achievements will definitely raise the DIE to a higher level in terms of efficiency and effectiveness. The rising knowledge gap of the department employees as well as the citizens with the introduction of new system is filled with the proposed capacity building, training and awareness programs which are people friendly and cost effective. Finally, proper integration of all components will lead the project to be a success.