ENHANCING PUBLIC SERVICE DELIVERY IN KENYA WITH HUDUMA CENTRE'S ONE-STOP-SHOP MODEL: A CASE STUDY OF NAIROBI COUNTY

SALLY BOYANI MOKAYA

C52/34975/2019

RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR AWARD OF DEGREE OF MASTERS IN RESEARCH AND PUBLIC POLICY, UNIVERSITY OF NAIROBI.

2022

DECLARATION

This Research Project is my original work and has not been submitted to any other university for academic award.

Sign .... **Date:**20th JULY, 2022

SALLY BOYANI MOKAYA

C52/34975/2019

This research project has been submitted with my approval as the appointed University supervisor.

Sign…................................…………………… Date…20/07/2022…………..

DR. GEORGE KATETE

SUPERVISOR

DEDICATION

This work is dedicated to all scholars and researchers who want nothing less but to contribute knowledge and influence evidence-based policies. It is dedicated to my baby brother who just joined university, may this encourage you to not be intimidated with studies. I dedicate this to my loving mother, as she dedicated all her dissertations to me, here is to full circle mother.

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LIST OF ABBREVIATIONS

ICT   Information and Communications Technology

MDACs   Ministries, Departments, Agencies, Counties

NIHF   National Health Insurance Fund

NPM   New Public Management

OECD   Organisation for Economic Co-operation and Development

P2G   Person to Government payments (P2G)

OSS   One-Stop-Shop

SPSS   Statistical Package for the Social Sciences

KRA   Kenya Revenue Authority

UK   United Kingdom

ACKNOWLEDGEMENT

ABSTRACT

This study examined whether Huduma Centres have enhanced public service delivery in Kenya, with a case study of Nairobi County. The objectives for this study were to examine if Huduma Centre's One-Stop-Shop model enabled change in time taken to deliver public services in Nairobi County, examine how the Huduma Centres enhanced the government function of revenue collection for service delivery to the public in Nairobi County and to examine how the Huduma Centres affected the cost incurred during service delivery to the public in Nairobi County. The study was anchored on new public management theory. The study targeted two Huduma Kenya centres, the General Post Office Huduma Centre and Makadara Huduma Centre. The units of observation included Huduma Kenya customers and Huduma Centre administrators. Simple random sampling technique was used to select respondents from each stratum. The study used primary data, which was collected with both quantitative and qualitative methods. The qualitative data was analysed through thematic analysis and interpretive approaches and the quantitative data was analysed using Statistical Packages of Social Sciences (SPSS) version 23. The study shows that Huduma Centres have reduced the time taken to access services online, improved on the function of revenue collection but digital infrastructure, digital literacy and distance decay continue to limit its function.

CHAPTER ONE

1.0 INTRODUCTION

In Kenya, Public service delivery is the main vehicle of public policy implementation, especially development policy. This is through revenue collection and the distribution of goods and services across all sectors including, education, healthcare, infrastructure and general social welfare. Article 233 of the constitution established the Public Service Commission to make sure public services are efficient and Article 232 provides the guiding values and principles of public services and the involvement of the people in the process of policy making.

Background of the study, problem statement, research questions, objectives of the study, justification of the study and scope of the study will be in this chapter.

1.1 Background of the study

Integrated governance solutions have been adopted across the world to improve public service delivery. Innovative public service delivery solutions need more than policy reforms, facility modernisation and capacity building (Anwar, 2005). Evidence-based research has been resourceful in providing context-specific solutions in improving the quality of public service especially in developing states and bridging access gaps between governments and its citizens (World Bank, 2015). The motivation behind improving the public service delivery is to maximise the effectiveness of policy reforms from local governments to national governments.

1.1.1 The Huduma Kenya integrated service delivery model

President Uhuru Kenyatta launched the Huduma Centres On the 7th of November in the year 2013. This is the first large-scale amalgamation of government services at a One-Stop-Shop in Kenya on both a national and sub-national level. Over 200 government services can now be accessed at a One-Stop-Shop dubbed Huduma Centres with 24-hour online support through the e-citizen platform. The online platform is equally a virtual One-Stop-Shop enabled by a unified and integrated multi-channel payment gateway (Ministry of ICT, 2018).As of 2017, there were about 45 Huduma Centres in the country serving as One-Stop-Shops. 5 of these Huduma Centres are located in Nairobi, with up to 5,000 transactions per day and 30,000 transactions made daily

countrywide with a budget of 2.4 Billion KES (World Bank Group & Nordic Trust Fund, 2016). The Huduma Kenya program was placed under a number of ministries right from the Huduma Kenya Secretariat, which is housed by the Ministry of Public Service, Youth, and Gender Affairs. Other ministries providing oversight are the Ministry of Interior and Coordination of National Government and Line ministries, departments, and agencies (MDAs).

The one stop model is the access of government services, information and transactions from a single point both physically and virtually (Bourgault & Gusella, 2001). This One-Stop-Shop model for efficient public service delivery was adopted in Kenya through a policy transfer from Brazil's Poupatempo citizen service centres. One of the key issues the One-Stop-Shop model seeks to address is the problem of citizens visiting multiple government offices accompanied by bureaucratic delays and high costs, the key idea is to bring all these services to citizens on a singular channel (Christensen & Lægreid, 2012). Since the implementation of the One-Stop-Shop model in public service delivery, there has been increased interactions between Kenyan citizens and Kenyan government especially at a devolved level (World Bank Group & Nordic Trust Fund, 2016). Ministries benefiting from the One-Stop-Shop model of Huduma Centres have already noted positive changes.

For instance, in the months of July 2015 and October 2016, the National Transport and Safety Authority increased its revenue from KES 113 Million to KES 206.8 Million (GSM, 2017), mostly saved from staffing and operational costs. Other ministries benefiting from this approach are Kenya Revenue Authority, Kenya Power and Lighting Company et al. Citizens stand to save at least 75% of the total costs incurred to access government services (GSM, 2017). Before Huduma Kenya's integrated service delivery model, Kenyan citizens bore the brunt of public service inefficiencies. Even after the implementation of the Huduma OSS, the ministry of Gender and Public Service failed to accompany the implementation with a guiding policy framework especially for MDACs. The public service delivery points were characterized by long queues in congested office buildings, manual processes, moving from office A to B, traveling long distances, red tape bureaucracy and graft. But the Huduma Kenya program aim was to provide quality service that's fast, cost effective and doubles on efficiency especially on revenue collection.

The virtual One-Stop-Shop being the e-citizen platform has been specifically helpful in terms of transactions. The Person to Government payments (P2G) model has been adopted to ensure transparency and more efficient collection of government transactions. The increase of collection of government revenue through P2G demonstrates the preference for mobile payments during (GSM, 2017). National Health Insurance Fund digitised their services by adopting the P2G format to make the process less tiresome and more efficient to the general public. Its contributors now pay a monthly fee and NHIF is repairing benefits by collecting at least USD 1.79 million every month and this is strictly voluntary (GSM, 2017). The One-Stop-Shop model for efficient public service delivery is one of the innovation models being adopted by states across the world in a bid to implement vision 2030 for sustainable development and Africa's vision 2030. Commonwealth states are transitioning to Integrated Service delivery of One-Stop-Shops, which is now the global standard of public service delivery.

1.1.2 One-stop-shop Service Delivery

Commonwealth states are adopting one-stop shops supported by e-citizen platforms that integrate service delivery (Alam et al., 2010). Kenya's Huduma Centre, Australia's Centrelink Mauritius Integrated Service delivery, Portugal's On the spot house, Greece's The Citizens' Service centres, Albania's Integrated Citizen Service centres are some of the One-Stop-Shops for public service delivery. Other countries that have adopted the OSS model are Canada, Singapore, South Africa, Australia, Brazil and India with digital systems put in place, with heavy back ends loaded with background information of citizens it has been easier to collect data and forecast economic cycles depending on how frequent service transactions are made by citizens (Little, 2018). While OSS is known for simplifying and reducing the bulk of bureaucracy, it is also instrumental in the decision making process (Gaster, 1993).

This has improved the government's database in monitoring revenue from public services thus it is easier to track government revenue and reduce the amount of money lost through traditional complexities (Gupta, 2017). This has also curbed administrative corruption, where citizens had to bribe to earn a service (Frisch, 2008). Citizens can self-process services from

anywhere and at the time of their liking. The OSS will be a good opportunity to review the outcomes of intergovernmental working and the integration of departments and ministries that initially were independent of each other (Hambleton et al., 1995). The enactment of government One-Stop-Shop is among the best cost-benefit rolled out projects where the government has measured positive impact especially in reducing costs of using resources to collect information.What the OSS is trying to achieve globally is to reduce the gap between public services responsiveness to citizens and make services more flexible, less rigid and available everywhere and all the time (Wimmer, 2002).

By the government adopting a One-Stop-Shop model by centralizing all its services at a single point, it has to adopt systems, infrastructures and allow harmonization of information across government agencies. Norway is leading in this end as it reports exceptional levels of digital competence (OECD, 2017). They focused their One-Stop-Shop policy on four areas: a framework for digital government, digital skills and capacities for strategic partners, data approaches for service delivery and open government data.What makes OSS work is the technological infrastructure that accompanies it and it shouldn't be minimal digital infrastructure but more than adequate digital facilities that should be able to cater to the demands of all citizens in the state without breaking down (Jaeger and Thompson, 2003). The OSS has delivered a bottom up approach where the government is available everywhere especially closer to communities with the presence of government infrastructure which extends a feel of governance and bridges the gap between the government and the people (Holman, 1995).

Not all governments in the developed world adopted OSS to make service faster and more efficient, Australia adopted it in 1970 to "ease poor people's access to welfare service providers, knowing that it was poor people who had the greatest difficulties in contacting the right administrator for their specific problems; to shift the forms of referral and decision making closer to clients; to improve coordination between officials and to provide guidance to policymakers and administrators" but the model has since transitioned to a state of art modern model that caters to the needs of young people (Wettenhall and Kimber, 1997). The One-Stop-Shop model is inter-sectorial in nature and has the following main goals, transparency, speed, integration and efficiency. OSS comes with the demands of responsibility over data access

and monitoring of performance on a new model of public management, usually on an influx level because it involves an integration of various public offices. (Wimmer, 2002).

This has been successfully implemented through the Huduma Kenya service platform with four key principles of speed, Dignity, convenience, and Value (World Bank Group & Nordic Trust Fund, 2016). OSS centres are more than service delivery points but also business centres that are regarded as tools of economic development (Blakely, 1994). (Jaeger and Thompson, 2003) add that in the advent of successful transition to digitisation of government services outcomes like accountability and transparency might shadow responsiveness, accountability and transparency from government officials who will assume their duties and responsibilities because of the preference to electronic interaction by citizens. (Christensen, 2012) notes that states have different administrative criteria, portfolio and even accessibility to citizens yet it is OSS that has managed to bring government presence to citizens regardless of the state.

(Layne and Lee, 2001) posits that the OSS model is a semblance of vertical and horizontal integration of government institutions and this integration is merged with the digitisation of governments services, they describe this process in four stages of cataloging, transaction, vertical integration and horizontal integration.

1.1.3 The One-Stop-Shop government services policy

The ministry of public service and gender (2021) developed the One-Stop-Shop government policy for the operationalisation and management of Huduma services.The rationale of the One-Stop-Shop government services policy is to achieve constitutional provisions of efficiency, cost effectiveness, accessibility and citizen-centric services. At least 51 million customers have been served with at least 118 services both national and county levels(Ministry of Gender and Public Service, 2021). The policy is anchored by Constitution of Kenya 2010, chapter 13, article 232 on Values and principles of public service. The policy was formulated following stakeholder engagement consultations with Ministries, Departments, Agencies, Counties (MDACs), Parliament both the National Assembly and Senate and religious associations. The problems framed were poor coordination among MDACs, bureaucratic red tape, poor infrastructure and inadequate funding. The One-Stop-Shop government policy has been effected through the

establishment of the Huduma Kenya Integrated Service Delivery Model.

The OSS government services policy is an incremental change from the structural adjustment programme of the 1990s and the results-based management system of the 2000s that wasn't received well by public servants. What informed the need of the policy development was lack of a guiding framework and principles that MDACs can abide by to avoid inconsistencies in service delivery. The lack of a customer relationship management framework to help the Huduma service delivery to stay in touch with customers by allowing them to schedule appointments and be alerted when services are due. A framework that is yet to be implemented. The policy also addressed the incompatible nature of digital infrastructure as customers need to access so many service points before acquiring a service from payments, to printing documents, to taking passport photos, so the OSS hasn't fully established itself to accurate efficiency. The OSS policy seeks to provide solutions towards the duplication of data where citizens have to provide the same information everytime they process information when it's already in the system causing service and data collection fatigue and raises questions of data management and storage. It highlighted the disruption of service during unprecedented times like pandemics and disasters leading to decline or no service without an alternative which beats the rationale of access services everywhere every time.

The virtual One-Stop-Shop being the e-citizen platform has been specifically helpful in terms of transactions. The Person to Government payments (P2G) model has been adopted to ensure transparency and more efficient collection of government transactions. The increase of collection of government revenue through P2G demonstrates the preference for mobile payments during (GSM, 2017). National Health Insurance Fund digitized their services by adopting the P2G format to make the process less tiresome and more efficient to the general public. Its contributors now pay a monthly fee and NHIF is repairing benefits by collecting at least USD 1.79 million every month and this is strictly voluntary (GSM, 2017). The One-Stop-Shop model for efficient public service delivery is one of the innovation models being adopted by states across the world in a bid to implement vision 2030 for sustainable development and Africa's vision 2030. Commonwealth states are transitioning to Integrated Service delivery of One-Stop-Shops, which is now the global standard of public service delivery.

The policy goal is to enhance public service delivery through digitization of government service and improve coordination among MDACs and increase revenue collection for the government. This policy has been backed by a number of incremental policies in a working bid to deliver a more effective public service policy that has been guiding MDACs. This includes the e-Government Strategy (2004), which gave importance to modernizing government services with the goals of transparency, accountability and good governance. Then came the National ICT policy (2019) whose policy goal was to protect citizens' data by firming up servers and investing in digital infrastructure. The policy priorities of the One-Stop-Shop government service is to make a seamless service delivery that is citizen-centric, requiring all relevant stakeholders to work towards a uniform deployment of services.

This study recommended more policy interventions to help in achieving the policy goals and objectives envisioned by this policy.

1.2 Problem Statement

There is a need to develop an efficient model of public service delivery for governments' ministries, departments, agencies and counties (MDACs). Kenya has been encumbered with public service inefficiencies stemming from bureaucratic red tape, poor customer relationship, weak institutions, inadequate digital infrastructure graft and limited human resources. The government of Kenya, across different serving governments, has proposed to solve these inefficiencies in public service delivery through a number of approaches and models. In September 24th 2004 in a cabinet memorandum, The Rapid Results Based Management (RBM) model was institutionalized to enhance public service delivery.

Although it encounters challenges of political encroaching, rigidity towards accepting change and there is lack of motivation to adopt change among the public servants (Otundo, 2019). The government initiated the Huduma Kenya Service delivery model as required by vision 2030 and gazette notice 2177 published in 2014. The Huduma government service was to address public inefficiencies, although a policy was not formulated to support its implementation. In this regard, the integrated service delivery model was to tackle issues of

speed: for citizens to access services instantly, dignity: for elderly, pregnant people, and people with disability to get special services, convenience: to reduce the complexity of accessing government services in different departments and value: to make it cost effective, reduce graft and increase government revenue (World Bank Group & Nordic Trust Fund, 2016).

As much as the One-Stop-Shop model has increased some levels of efficiency, reduced corruption, there is still uneven spread of One-Stop-Shop centres across the country due to insufficient resources and infrastructure, stemming from mobile network connectivity issues to resources to set up more centres in the rural areas (Onyango, 2017). Despite the large-scale transition into One-Stop-Shop countrywide the government has not defined the nuanced policy problems that come with modernizing government services on a decentralized scale. Policies of universal mobile connectivity and universal bandwidth are still lacking. In cases of corruption, in 2016, the Huduma Centre was under scrutiny for failing to remit KES 266.3 million collected from certificates of Good Conduct. Indicating that despite the One-Stop-Shop model, past inefficiencies are still present.

1.3 Objectives of the study
1. To examine how the Huduma Centres have enabled change in time taken for service delivery to the public in Nairobi county.
2. To examine how the Huduma Centres enhanced the government function of revenue collection for service delivery to the public in Nairobi County.
3. To examine how the Huduma Centres affected the cost incurred during service delivery to the public in Nairobi County?

1.4 Research Questions
The study sought to answer the following questions:
1. How have Huduma Centres enabled change in time taken for service delivery to the public in Nairobi County?
2. How have Huduma Centres enhanced the government function of revenue collection for service delivery to the public in Nairobi County?

3. How have the Huduma Centres affected the cost incurred during service delivery to the public in Nairobi County?

1.5 Justification of the study

1.5.1 Academic value of my study

Various studies have been done on the One-Stop-Shop model or integrated service delivery model and its efficacy in developing states as a borrowed concept from modernised governments in developed countries. Askim et al., (2011) have centred their studies and academic contribution to the political scope of integrated government services. (Bussell, 2010) and (Esteves de Araújo, 2001) have focused on One-Stop-Shop government service as an institution and its role in resource allocation. Despite it being launched in over 70 states in the world in the last 30 years, there are few studies on the impact of One-Stop-Shop model on underlying variables, like poor coordination among MDACs, inadequate digital infrastructure, poor customer relationship, red tape bureaucracy, graft, time and costs conventionally incurred (Anders, 2019). The rationale of my study focused on examining if some of the policy goals of the Huduma Kenya integrated service delivery model in increasing speed, reducing cost, increasing revenue, improved digital infrastructure, seamless coordination, and citizen-centric service were achieved.

This study finding will help fill the existing gaps on how effective the huduma Kenya integrated service delivery model is in revolutionising public service delivery. It will also help scholars in other developing states to inform other developing states on what policy priorities to transfer.

1.5.2 Policy Justification

This study is instrumental in the review of the One-Stop-Shop shop government policy in Kenya. It will provide relevant empirical literature by suggesting evidence-based policy interventions. One of the policy goals is to make the Kenya Huduma integrated service delivery model more citizen-centric and less bureau-centric. This study examined citizen satisfaction levels for the past three years on the integrated model and has come up with more policy interventions to strengthen the existing policy. The One-Stop-Shop government service policy

was only recently established. The Huduma Kenya integrated service model was running without a policy to guide the operations and delegations of the MDACs. This study has proposed fundamental approaches and key areas that the ministry of public service and gender can invest resources in to ensure a universal access to huduma services across the state.

The existing policy addressed most policy priorities like digital infrastructure, speed, coordination and revenue collection, except limited resources have been directed to fulfil the policy goals and objectives aligned to the priorities. The adoption of this model came with nuanced policy problems that this study has addressed like the need for universal access to mobile and network connectivity. This study has recommended altogether different policy interventions that will reduce digital apathy and ensure quality access to government services without recurring intimidating budgets both at the county and national level. If these policy gaps are not sealed then it will continue to marginalise the populations without digital skills, time and money from accessing basic government services from the huduma service Kenya integrated model.

1.6 Scope of the Study

The study examined the effectiveness of the huduma Kenya integrated service delivery model in enhancing government service to the public. Its focus was Huduma Centres in the Nairobi area. This study particularly focused in Starehe constituency and Makadara constituency respectively, where the GPO and Makadara Huduma Centres are located. These locations were chosen because of the diverse demographic social strata that were efficient for the study. The population target was citizens seeking services sectioned under the Huduma service initiative and public servants delivering the said government services. The study focused on the periods between 2017-2020 because most of the government services had been integrated in the centres.

1.7 Limitations of the study.

This study was on the effect the Huduma Centres' One-Stop-Shop model has had on public service delivery before the pandemic but the pandemic introduced new variables that had not been considered like rising internet costs during the pandemic and curfews that led to shutdowns of the centres at a time when citizens needed the presence of government. There

were no alternatives for people who do not have digital skills to access the e-citizen platform. The study was adjusted to cover nuanced issues without compromising the main objective of the study. The study also experienced methodological challenges, an online survey was first used because of limited access to persons due to the pandemic but it was biased because it locked out citizens who lacked digital literacy skills. The challenge was solved by postponing the survey post lockdown and administering paper questionnaires for the quantitative study and conducting interviews for the qualitative study.

1.8 Definition of Key Concepts

Definition of key concepts has an operational definition as used in this study.

One-Stop-Shop

The study operationalized One-Stop-Shop as both a physical and virtual place where all government services are offered on less than one roof without the trouble of moving from point A to B to get service.

Public Service Delivery

The study operationalized public service delivery as issuing of services by the government both at national and county level through a public agency.

Huduma service centres

The study operationalized Huduma service centres as the places where citizens go to get multiple government services at a go as opposed to visiting several government offices.

Integrated service delivery model

The study operationalised integrated service delivery model as bringing all government services under one roof to make it easier for citizens to access government services.

CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 Introduction

The literature review section gives a rundown of the One-Stop-Shop model on public service delivery. It then reviews literature on public service delivery, followed by review on studies done on Brazil Poupatempo's One-Stop-Shop ("Savetime"). It finally discusses empirical studies of One-Stop-Shops in various countries across the world. Incremental theory of decision making and New Public Management were used to anticipate my findings.

2.1 Structure of One-Stop-Shop model on public service delivery

The One-Stop-Shop model has been implemented in over 71 states across the world for the last 30 years (UN, 2014). States are adopting a citizen-centric approach towards government service delivery with the aim of solving public service inefficiencies like red tape bureaucracies (Fredriksson, 2019).) Brazil's Poupatempo to be the inspiration behind Kenya's One-Stop-Shop model as realized by the Huduma Centres (Firestone et al., 2017. One-Stop-Shops are where various government services are offered under the same roof ranging from the procession of birth

certificates, IDs, driver licences, title deeds, passports et al (e.g., Agarwal, Pfeil, & Schott, 2017b; Kubicek & Hagen, 2000; World Bank, 2011). One-Stop-Shops are a potential model of delivering joint policy implementation that is intersectoral (Pollitt 2003). One-Stop-Shop model has developed not as a feature of New Public Management (NPM) but another model of public administration that is neck and neck with NPM, (Askim et al., 2011).

Contrary to belief, accountability doesn't get any easier by integrating all services under one roof, vertical and horizontal accountability still apply, and citizens, government to stakeholders will bring new forms of accountability as who to demand accountability from and who to hold accountable (Sullivan 2003). One-Stop-Shops have different compositions and specified mandates depending on the immediate public service problem they intend to solve (Kunicova et al., 2017). For instance, Denmark, they have municipal job centres to offer information and advice on employment (Kubicek, 2000), Norway is municipal and social services and Britain have a job centre for employment and benefits (Askim et al). The One-Stop-Shop in Kenya remains a highly advanced integration of government services cross cutting most government services and sectors.

Vietnam's broad policy framework postwar was based on "Doi Moi" meaning renewal especially on the public service and that's how the idea of One-Stop-Shops was born and now they have 13,000 One-Stop-Shops covering 98% of the country including rural areas catering for their 54 ethnic communities. Vietnam has fulfilled and met most of its goals, the One-Stop-Shop model in Vietnam since its initiation in 1995 is, a transformed perspective between the public servants and servants, reduced costs, reduced bureaucracy and quality service (World Bank Group & Nordic Trust Fund, 2016). As far as public policy goes, the One-Stop-Shop model is devised to transform public service delivery and in line with this transformation other informing factors like the cultures within public organizations (Onyango, 2017).

In October 2021, the ministry of public service and gender in Kenya published the One-Stop-Shop (OSS) government service to provide a guideline for MDACs to work uniformly in order to achieve outlined policy goals through the realized Huduma Centres. Although OSS is an adaptation of modern governments, Australia tried to implement it during the mid-1980s but the traditional government was not ready for the change (Wettenhall and Kimber, 1997).

Australia recently implemented it through the local governments, and OSS has also gained recognition across Europe like service centres in New Zealand, Maison Service Publique in France, Buergerbüro in Germany, Slovak Republic calls them Integrated service points and government for citizens in Georgia.

Collection of data from citizens is the initial requirement to receive service, traditionally this was overwhelming even with lack of proper storage due to inadequate digital infrastructure (Nutt and Backoff, 1993). This is a problem that the OSS model hasn't been able to solve because it still requires citizens to submit an overwhelming amount of data even if it's already in the system like birth certificates (Initiative D21 and ipima, 2015). (Wimmer, 2002) posits that if the government is offering multi-sectoral service from a single point of contact then they can use the same data for multi-sectoral service procession if indeed the goal is to save time and cut costs. Electronic OSS are able to cut down on error and work due to the submission of documents and data digitally (Gouscos et al. 2007). Although over 71 states have adopted OSS to revolunise public service delivery, states like Taiwan have made the OSS an extra efficient model that exclusively serves the citizens by exploiting the possibilities of data technology, for instance Taiwan's OSS alerts citizens when they need to renew carry license or when their registration is due, demonstrating that they care for citizens beyond exchange services for money (Linders et al., 2015). A study done by (Accenture, 2015) shows that 40% of US citizens would prefer to receive alerts and reminders on services that are due, demonstrating the evolving capability of the OSS model which the (European Commission, 2015) says it would save a lot of citizens from inconveniences. This is what (Sirendi & Taveter, 2016) recommend when creating OSS especially the electronic component that citizens service recipients have to be in mind when modeling systems especially to be able to make recommendations to citizens on what services to acquire and go for.

2.2 Patterns of Public Service Delivery

Public services are those services that are solely funded through government revenue collection and they range from healthcare, public transportation, education, social services et al. (Humpreys, 1998). For a successful monitoring of public service delivery and its efficiency, a model that measures how the government performs is required (Shah et al., 2005). Delivering

public goods and services is the core provision of a government to its people (Ramachandran et al., 2014). The public service is the passive engine towards enabling and implementing social policy that is mandated by relevant bodies from legislature, executive to Judicial either nationally or sub- nationally (Ramachandran et al., 2014). Coming up with a reform in the public service delivery especially when transitioning from conventional methods of service delivery it is not always a given that efficiency will be achieved especially for previously marginalised groups (Russel et al., 2001).

Across Africa, citizens have lacked good public service delivery attributed to years of weak institutions and governance impairments. For instance in Nigeria, what limits public service delivery is extreme graft , lack of capacity building among staff members and lack of incentivisation and it generates a toxic relationship cycle between public servants and the public (Wendy, 2004).(Fagbemi, 2006). To change this model of poor perception and attitude between public servants and citizens the government needs to adopt a model that fosters a public private partnership so citizens will be able to enjoy efficiency through adopted principles of the private sector like good customer care skills and goals to generate revenue and deliver set outcomes (Fagbemi, 2006).

South Africa has been transforming its public service delivery since the 1997 when Batho Pele came up with three initiatives, a public private partnership was recommended to guarantee effectiveness and efficiency and also propose an alternative model to the traditional bureaucracy which was delivering poor service, the risk of this initiative was that PPP model would lead retrenchment as a result of downsizing bureaucracy but save administrative costs (Russel &Bvuma, 2001). The idea to transform public service delivery has helped put public policy into perspective across African states in the last decade especially in offering solutions towards efficient delivery of public goods and services (Batley et al., 2011). The advent of technology in public administration has encouraged the public-private partnership to enable effective and efficient public service delivery (Vashakidze, 2014).

This public-private partnership manifests through agreements with second service providers like banks, technology outsourcing et al to make public service delivery more efficient

(Acemoglu and Robinson, 2012). Public administration has overtime been enabled by public policy implementation and public service delivery that have gone through three regimes including: Public administration (PA) since 19th century upto the 1980s, it was overtime followed by the New Public Management (NPM) model which reigned through the 21st century and what is currently reigning is New Public Governance which is attributed to NPM for helping to transition from conventional public service delivery (Osborne, 2010). Innovation is more effectively adopted in public services when it is introduced through institutionalization and the use of mandated public offices than through "market forces" (Vashakidze, 2014). When it comes to improving public services through modernisation, citizens are a great determinant of its evolution with goals of satisfying user needs, efficiency, cutting costs and public value (Hamson, 2004:14).

2.3 Brazil Poupatempo's One-Stop-Shop ("Savetime")

Poupatempo is Brazil's One-Stop-Shop model for service delivery. Like Kenya's public service sector, Brazil's was also going through a series of public inefficiencies held back by weberian bureaucracy and traditional power structures. To solve the problems of graft, red tape bureaucracy and poor coordination they adopted the Poupatempo OSS model in 1997, (Castor, 2002; DaMatta, 1984; Fredriksson, 2014; Grisham, 2005; Rosenn, 1971). The main problems Brazil's OSS was addressing was favouritism in service, citizen frustration at the system was more bureaucratic and less citizen-centric. The new OSS was supposed to be faster, cost effective and deliver quality service (Governo do Estado de São Paulo, 2005; Paulics, 2003).

The realisation of the OSS in Brazil was through building OSS across the country in select buildings where citizens can access multiple services with a single visit. Like the Huduma Kenya integrated services delivery the services processed are the most demanded services by citizens like identification documents like passports, cards, birth certificates, and licences. The Huduma service model was implemented in Kenya after a benchmarking was done in Poupatempo OSS as part of the World's Bank's Institutional Reform and Capacity Building Technical Assistance Project that happened between 2006 and 2011(Firestone et al., 2017). Kenya's Huduma Centres were however implemented faster and had a softer transition compared

to Brazil's OSS. Brazil started with 16 centres in the period of 2008 to 2011(Fredriksson, 2020) and Kenya managed to set up 45 centres across the country by 2017 and 42 centres by 2020.

Poupatempo has special rooms with digital infrastructure where citizens can access e-government services called the e-poupatempo, where they are assisted by ICT agents, with the option of accessing it remotely serving upto 75,000 people per day. Kenya's e-citizen, which backs the Huduma Centres, does not provide digital infrastructures to customers. This oversight has greatly limited the universal potential of Huduma Centres by locking out customers who lack required digital accessories, digital skills, network connectivity and bandwidth (Fredriksson, 2020). These are the main contributing factors towards customer satisfaction rates in Brazil, which are at 94% with either good or very good reviews.

2.4 Empirical studies

(Gashi and Krasniqi, 2019) studied the One-Stop-Shop approach as the new public management model in developing states with Kosovo as a case study. They used mixed methodology for their primary data using a deductive approach and compared OSS across states for the secondary research. The study examined what barriers affect the implementation of OSS in different levels of government. The study's policy justification is to help transitioning governments deliver voluminous government services in a cost effective manner and help with the smooth implementation of OSS that is not beyond a government's means. The study identified the main problem to be lack of integration of services where government services are offered in the OSS without integration like in Denmark and Norway. The study recommends the simplification of services and the prior integration of the said services across all government levels. (Siau and Long, 2005) recommend that for an effective integrated system the government needs to have a unified portal and not divided services offered separately. The study is contextually different from the current study as it is based in Kosovo and examines implementation whereas this study measures the success of OSS in enhancing the delivery of public services.

(Scholta et al., 2019) studied the e-government model of One-Stop-Shop to No-Stop-Shop in Estonia, Australia and Austria. The study used a stage model whose validity

was tested with a three step approach that examined the OSS from a one-stop-shop model to a no-stop shop model in the three countries. The study operationalised Non-Stop-Shop as where a citizen performs no service. The findings of the study indicate that Austria has the most innovative e-government service (European Commission, 2016, European Commission, 2017a), hence would be the best model to transition easily to No-Stop-Shop but it is still at the One-Stop-Shop stage. In Austria, the One-Stop-Shop is facing resistance towards a No-Stop-Shop because of data privacy issues that are most concerning to the citizens and they don't trust the government to process and own their data. In Estonia, legislation and bureaucracy prevents seamless procession of services that allow a digitized payment portal as legislation bars any payments to be processed without consent preventing an effective transition. This study is different from the current study as it examines the emergence of No-Stop-Shops as a result of OSS in Australia, Austria, and Estonia and this current study is measuring the efficacy of One-Stop-Shops in transforming service delivery in Kenya.

(PricewaterhouseCoopers, 2012) did a study on transforming citizen experience with One-Stop-Shop for public services with Canada as the case study. The study examined 'service Canada' which is the OSS for Canada established in 2005. The main goal for service Canada was to integrate all government services and all citizens to be able to access them regardless of where they are. With single point access, they can access all federal services. The study found that OSS enhances accountability, speed and transforms public services to be more citizen-centric. Contrary to generic understanding and belief, technology and innovations imposed on traditional bureaucracies are costly because of the needed integration. Enhancing public services needs more than technology, it needs the commitment of public servants and an innovative organizational culture. This study is contextually different from the current study as it is based in Canada.

(Blunt, Davidsen Agarwal et al., 2017) made a case on how the OSS is changing the face of public administration and business in the Socialist Republic of Vietnam. The study found that the OSS implementation is not effective if implemented in a policy vacuum. It needs full government and political support for it to thrive as it includes the integration of government services. The main objective behind the adoption of OSS in Vietnam is the modernization of

public administration. The study reported that the OSS has improved government services through its easy access portal and increased level of transparency and the model satisfies citizen's needs by offering the most needed services like housing, land, healthcare and identification. This study is contextually different from the current study as it is based in Vietnam.

(Köppe & Stephan et al., 2017) examined the implementation of the OSS model in Ireland with a focus on jobseekers from 2010 to 2016. The OSS model came into place following a fiscal and economic crisis that led to the integration of the public sector and adoption of a smaller managerial team as per the core theme of NPM. Their study therefore looked into the challenges experienced during the implementation of Intreo, the OSS model. They reported that the process was incremental in nature and wasn't adopted in a policy vacuum, that in fact human resources and research was invested towards the process. The realization of the OSS was more effective because a small team was behind it, they came up with guiding principles and used external actors with a suitable budget of under €100,000. On challenges, there was a limited budget to work with considering the needs of transitioning towards a new model like reassigning staff and designing modernized services while still delivering services to the public but external actors managed to offset any complex duties and tasks.

(Kaoza, 20121) assessed the impact of OSS government portal in Tanzania on how it's improving public service delivery. The Tanzania government adopted the OSS portal, which has improved how citizens access information from previous studies. The study found that Tnazanians are aware of the existence of this portal and use it and that it has reduced the initial costs incurred by citizens when accessing government services. The study found the experiences of the citizens to be good and very good with the OSS model. His study recommended advocacy and awareness around the existence of the OSS electronic platform so more citizens can be able to access it.

2.5. Theoretical Framework

2.5.1 New Public Management

The new public management (NPM) was proposed by two scholars who were researching in areas of public administration, one of the scholars was from Australia and the other one was from the UK (Hood 1991, Hood &Jackson, 1991). It is argued that the development of the NPM theory draws its origins from Public Choice Theory and Mangerialism by (Aucoin, 1990 ; Dunsire, 1995; Lueder, 1996) and (Aucoin, 1995; Borins, 1994 ; Kamensky, 1996 ; OECD, 1995) add that NPM represents the paradigmatic shift of bureaucracy from traditional ways to a more streamlined modern approach. Although there has been a convergence among scholars on the definition of NPM that it's "attempt to implement management ideas from business and private sector into the public services" (Haynes, 2003, p. 9; Pollitt, 1993, p. 7). The rationale behind the development of the NPM approach was to address the weakness and grievances brought about by the exceedingly large size of the public service sector and that made it inaccessible to the public and led to issues like corruption and managerial inefficiency.

These issues were mostly raised in developed states during the 1970s into the 1990s. The issues were informed by the economic recession and tax strikes in US municipal governments and also UK under Marharte Thatcher's leadership, and the transition of the civil services offices had a spill over into OECD states (OECD, 1995). Therefore, the introduction of NPM was as a result of cumulative demand for good governance as well as to change the role of the state. The aim of NPM in areas of public administration was to stop the criticism directed towards traditional public administration by improving service delivery and efficiency and applying accountability. (Hood 1991, Hood &Jackson, 1991) discuss the core themes of NPM to be financial control where customers get service worth their money with the goal of increasing efficiency, a key goal for the huduma centers. Citizens pay money to have their services processed and money to renew documents, these documents are delivered in a convenient manner and in time without the pain of breaking through the thorough sieve of bureaucracy.

Audits of financial processes and constant monitoring and evaluation of performance. Ministries benefiting from the One-Stop-Shop model of Huduma Centres have already noted positive changes. For instance, in the months of July 2015 and October 2016, the National

Transport and Safety Authority increased its revenue from KES 113 Million to KES 206.8 Million (GSM, 2017), mostly saved from staffing and operational costs. Other ministries benefiting from this approach are Kenya Revenue Authority, Kenya Power and Lighting Company et al. Citizens stand to save at least 75% of the total costs incurred to access government services (GSM, 2017). What makes NPM stand out from conventional public administration methods is that it has been characterized by value for money, which Huduma Center's OSS model is trying to achieve, with less time and less resources used to acquire a government service.

It also has a distinct characteristic of client orientation, which in Huduma's cases is to achieve a citizen-centric model where citizens are treated with utmost respect and value. One of its key traits is its business-like model that is competitive and swift whose goal is to enhance efficiency in the public sector (Alford & Hughes, 2008). Notwithstanding the reduction of administrative costs, which benefits the government by significantly reducing public expenditure as it has demonstrated in EU states (Osborne, Radnor, & Nasi, 2013). The outsourcing of services by governments is to improve efficiency and competition in the market making it a public-private partnership (Boston, 1994). The Huduma Centres have partnered with external actors especially on payment gateways and system maintenance. (Andersen, Boesen, & Pedersen, 2016) argue that the reforms that NPM has brought is more of "output and outcome", which is different and faster from the traditional model of input and process in terms of performance.

And for this, there is little difference between private and public sectors in the recent decades due to incentivastions, and applicability of values in the private sector into the public sector (Blom & Thiel, 2018). The NPM is characterized as an attempt to make the public sector more businesslike and to improve the efficiency of the government services. This model emphasizes the centrality of citizens who were recipient of the public services or customers to the public sector, the public service is the passive engine towards enabling and implementing social policy that is mandated by relevant bodies from legislature, executive to Judicial either nationally or sub- nationally (Ramachandran *et al.,* 2014). Citizens across many countries in Africa have lacked good public service delivery attributed to years of weak institutions and

governance impairments. The idea to transform public service delivery has helped put public policy into perspective across African states in the last decade especially in offering solutions towards efficient delivery of public goods and services.

The New Public Management approach mostly focuses on building an administration by executing transparency, flexibility, de-bureaucratization, flexibility, decentralization and market coordination of public services. This Model can be used in this study as it can be linked to the topic of the study, "to examine how Huduma Centres have enhanced service delivery to the public in Nairobi County". The One-Stop-Shop model has been implemented in over 70 states across the world for the last 30 years. The goal is a citizen-centric model with the aim of solving public service inefficiencies like red tape bureaucracies and reducing the complexities in accessing public service (Fredriksson, 2019). Since implementation of One-Stop-Shop model in public service delivery, there has been increased interactions between Kenyan citizens and Kenyan government especially at a devolved level (World Bank Group & Nordic Trust Fund, 2016).

Ministries benefiting from the One-Stop-Shop model of Huduma Centres have already noted positive changes. For instance, in the months of July 2015 and October 2016, the National Transport and Safety Authority increased its revenue from KES 113 Million to KES 206.8 Million (GSM, 2017), mostly saved from staffing and operational costs. Other ministries benefiting from this approach are Kenya Revenue Authority, Kenya Power and Lighting Company et al. Citizens stand to save at least 75% of the total costs incurred to access government services (GSM, 2017).

2.6 Research Hypotheses
This research seeks to test the following hypotheses:
1. Huduma centre's one-stop shop model has enabled change in time taken for service delivery to the public in Nairobi county.

2. Huduma centre's one stop shop model has enhanced the government function of revenue collection for service delivery to the public in Nairobi County.
3. Huduma centre's one stop shop model has reduced the cost incurred during service delivery for customers in Nairobi County.

CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introduction

This section gives an outline of the methodology and strategies undertaken in the study. It was a blueprint that helped lay the foundation of the study from commencement to completion and guarantee that study stays relevant (Kinnear& Taylor, 1996; Churchill & Iacobucci 2005). It includes the research design, target population, sampling techniques, data collection, reliability and validity of research, data analysis, and ethical considerations.

3.1 Research Design

A research design denotes the procedures for collecting, analysing, interpreting, and reporting data in research studies (Creswell & Plano, 2007). The study was a guided descriptive design survey. Descriptive research design explains the characteristics of phenomenon under investigation (Cooper & Schindler, 2011). The study used a descriptive research design that helped provide a viable framework for a researcher to go to the population of interest that was able to inform and provide unique information on the problem being studied.

3.2 Research Methodology

This study used a mixed method approach. Both quantitative and qualitative methods were used to collect the data and analyze. (Denzin, 2005) observes that qualitiave research provides an indepth meaning to social phenomenon offering a deep explanations to people's personal experiences whereas (Gay et al., 2009) posits that quantitative data uses numerical data to describe a phenomenon, control studies variables, explain and predict. Both of these methods were used to give justice to the phenomenon in question. The study started with a quantitative survey where structured questionnaires were used followed by a qualitative survey where semi-structured interviews were conducted for the key informant interviews (KII). This structure was used in order to achieve consistency in data collection.

3.3 Target Population

The population is the total number of individuals that depict the desired set of characteristics needed that fulfill the purpose of the research (Chakrapani, 2011). It targeted

adults of ages 18 to 65 years with varying backgrounds. The target population is the total number of units from which data can be collected. It is a complete set of aggregates (persons) of common characteristics which are of interest to the researcher (Kothari, 2013). The study targeted the population which consisted of the two Huduma Kenya centres located within Nairobi County, this included the General Post Office Huduma Centre and Makadara Huduma Centre. The units of observation included Huduma Kenya customers acquiring services from the government and Huduma Centre administrators from ICT department, customer care service department, finance department and human resource department.

The study units of observation were purposely selected since they were much informed about the topic under the study. The number of citizens seeking government services from two Huduma Centres daily is about 1000 individuals (Huduma Kenya customer care report, 2019). The number has reduced due to Covid 19 restrictions, hence low physical visits rate. Thus, the study targeted 1000 Huduma Kenya customers. For interviews, the study targeted 35 administrators from the four departments; the ICT department, customer care service department, finance department and human resource department (Huduma Kenya human resource, 2021). Hence, the study target population was 1035 respondents.

Table 3.1: Target Population

	Target Population	Percent (%)
Huduma Kenya customers	1000	96.6
Huduma Centre administrators	35	3.4
Total	**1035**	**100.0**

3.4 Sampling frame

(Kombo, 2009) defines a sampling frame as a complete list of items in a population that you want to study during research. The sampling frame describes the list of all population units from which the sample is selected (Cooper & Schindler, 2008). Sampling frame for this study included 1035 individuals; this includes Huduma Kenya customers that sought government

services and Huduma Centre administrators from ICT department, customer care service department, finance department and human resource department.

3.5 Sampling, & Sampling techniques

According to Mugenda and Mugenda, (2003) sample refers to a small group acquired from a reachable population. Sampling is important in research because it enables the researcher to minimise the cost since only a portion of the population is involved. This study used Yamane, (1967) formula of sampling whereby:

$n = (N/ (1+N (e)^2)$

Where:

n = sample size,

N = Population size

e = error margin set (5%)

N= 1035

e =5%.

Replacing the values the sample size was

$n = (1035 / (1+1035 (0.05)^2$

n = 288.5

n = 289 respondents

The sample was stratified as shown in table 3.1

Table 3.2 Sample Size

	Target population	Proportion	Sample size
Huduma Kenya customers	1000	96.6%	279
Huduma Centre administrators	35	3.4%	10
Total	**1035**	**100**	**289**

The study used simple random sampling to select respondents from each stratum. Simple random sampling method was used to identify citizens acquiring services at the Huduma Centres due to the fact that it allows unbiased representation of the participants and also it is easy to apply.

3.6 Data Collection

According to (Garg, & Kothari, 2014), data collection process refers to procedures used to gather raw and unprocessed information that can be processed into important information following scientific data analysis process. The study used primary data. Structured questionnaires and semi-structured questionnaires for the KII. In depth interviews generated deep insights for the research. In depth Interview in research is a systematic dialogue between a researcher and a responder with the aim of gathering relevant information in accordance with the objective of the research. In depth interview was resourceful to my research by providing data that is detailed in regards to the One-Stop-Shop model for efficient public service delivery. Schedules for interviews were done. Collection points or collection times for distributed questionnaires were established. The data providers were met at designated places at the Huduma centers in person for interviews and were collected at a convenient time. The customers were selected randomly from the queues, this was done by the help of security officers and customer care staff who assisted in convincing the respondents to fill the questionnaires. This increased the response rate.

3.7 Data Analysis

Data analysis according to Smith (2015) refers to systematic manipulation, processing and arrangement of the field data with an aim to produce meaningful information. It entails editing, coding, classification and tabulation of data before analysis. The study used both qualitative and quantitative methods for data analysis. The raw data which was received from the primary sources through field research was transformed into interpreted information which, subsequently, was translated into descriptive factual information which is essential in obtaining the recommendations and conclusions. The quantitative information which was obtained through the research tools was analysed by SPSS version 22. The analysis included both frequency and percentages. All this helped this study to respond to the thesis problem as reflected by the conclusion and the recommendations. The qualitative data was analysed through thematic analysis and interpretive approaches. The findings are presented in narrative and verbatim citations.

3.8 Reliability and Validity of Research

Validity explains the accuracy of data collected in the area being examined (Ghauri and Gronhaug, 2005). This study used content validity, which (Straub, Boudreau et al. 2004) define as items in an instrument, which have a competitive ability to measure that which is being measured. This study used survey research instruments of structured questionnaires and semi-structured interviews. The contents of the instruments were reviewed to ensure they entail all the required items for a precise measure and removed all ambiguities ((Lewis et al., 1995, Boudreau et al., 2001). 6 peers' experts reviewed the items of the structured questionnaires and semi-structured interviews during and post development. The 6 peer experts are in the same field of research. The content validity used Lawshe's (1975) method. Reliability is how consistently a used method measures a studied phenomenon and is able to deliver the same results under the same conditions (Carmines and Zeller, 1979). An internal consistency test was used to determine reliability. The test was divided into equal halves and Cronback alpha coefficient was used.

3.9 Statement of Ethical Issues

All participants provided both verbal and written consent before partaking in any research, in any case the enumerator failed to collect consent then the data collected was not used until consent was given (Silverman, 2009). The purpose and aim of the research was explained to allow them to share information willingly. Part of the study being qualitative, participants were asked permission prior to any recording, and their official names were replaced with pseudonyms. The researcher bonded with the participants to create confidentiality by briefly introducing herself.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

The study examined the following objectives: It examined how the Huduma Centres have enabled change in time taken for service delivery to the public in Nairobi County. It also examined how Huduma Centres have enhanced the government function of revenue collection for service delivery to the public in Nairobi County and lastly, the study examined the Huduma Centres have affected cost incurred during service delivery to the public in Nairobi County. The outline will include data analysis, findings and interpretation. The results are arranged under the following subsections; these include response rate, demographics of the participants and descriptive analysis. Descriptive statistics have been used to analyse quantitative data. The outcomes are largely frequencies or percentages presented in charts and tables. The qualitative data was analysed through thematic analysis and interpretive approaches. The findings are presented in narrative and verbatim citations.

4.1 Response Rate

(Mugenda et al., 2003), posits that the rate of response is essential because a low rate of response rate is an indicator of questionable validity of research results tre services to the citizens in two Huduma Centres. For questionnaires, only a total of 212 of the sample population responded. This indicates a response rate of 75.99% which was very good for analysis. (Babbie, 2012) argued that 50% is okay, 60% is even better but 75% is outstanding. A high rate of return was achieved for this research through prior arrangements and the help of a research assistant. The return rate results are as shown in table 4.1.

According to Mugenda and Mugenda (2003) determining the response rate is essential because a low response rate is an indicator of questionable validity of research results. For this study, a total of 289 participants were planned, these included 279 copies of the questionnaire for Huduma customers and 10 interviews for administrators offering Huduma centre services to the citizens in two Huduma centres. For questionnaires, only a total of 216 of the sample population

responded. This indicates a response rate of 77.42% which was very good for analysis. Babbie (2012) argued that 50% is adequate, 60% is good and 75% is very good. The higher return rate was achieved for this research through prior arrangements and help of a research assistant. The return rate results are as shown in table 4.1.

Table 4.1: Response rate

	Number of Questionnaire	**Percent**
Returned Copies of the Questionnaire	216	77.42%
Unreturned Copies of the Questionnaire	63	22.58%
Total Copies of the Questionnaire	**279**	**100**

4.2 Demographic Characteristics of Participants

The demographic information of the participants in this study included gender, age, highest level of education, number of years sought service at Huduma Centre and citizenship. The demographic profile has influenced how Huduma Centres have enabled change in time taken for service delivery to the public. The data collected in this regard was analysed and results are summarised in the figures presented.

4.2.1 The Gender of Respondents

Findings of the study showed that over half of the respondents with 50.9% were male and 49.1% were female. This shows that the gender representation of the participants was objectively fair and not biased. Sex of the participants was particularly of interest to this study because it was used to inform further analysis on the topic, on equitable access to government services.
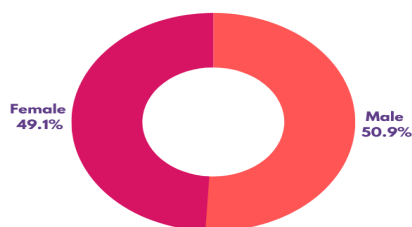
Figure 4.1: Gender of Respondents

4.2.2 Age of Respondents

The majority 35.2% of the respondents were of ages less than 24 years. Those respondents who indicated age between 25 and 34 years were 29.6%, while 17.1% of respondents indicated age between 35 to 44 years. About 12.5% of individuals that participated in this study were of ages between 45 to 54 years and the respondents who were above 55 years were only 5.6%. The study findings demonstrated that all age brackets were fairly represented and that citizens of ages 18-54 frequently access government services compared to citizens of 55 years and above.
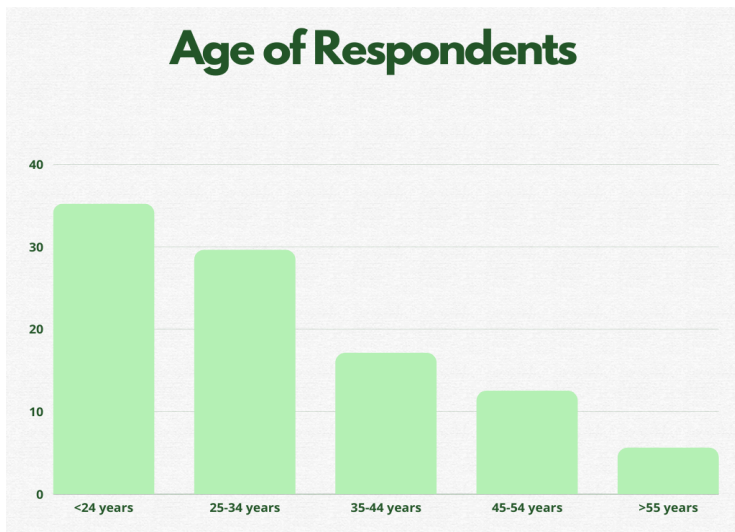
Figure 4.2: Age of Respondents

4.2.3 Educational level of Respondents

The respondents were asked to indicate their highest level of education and the results are as presented in figure 4.4. The study findings in figure 4.3 display that the majority 45.8% received secondary education, 25% received tertiary education and 18.1% had undergraduate education level. The data also shows that 11.1% of respondents had reached postgraduate educational level. This study established that the respondents had the required literacy levels to objectively respond, interpret the questions and provide information that is relevant to the study.
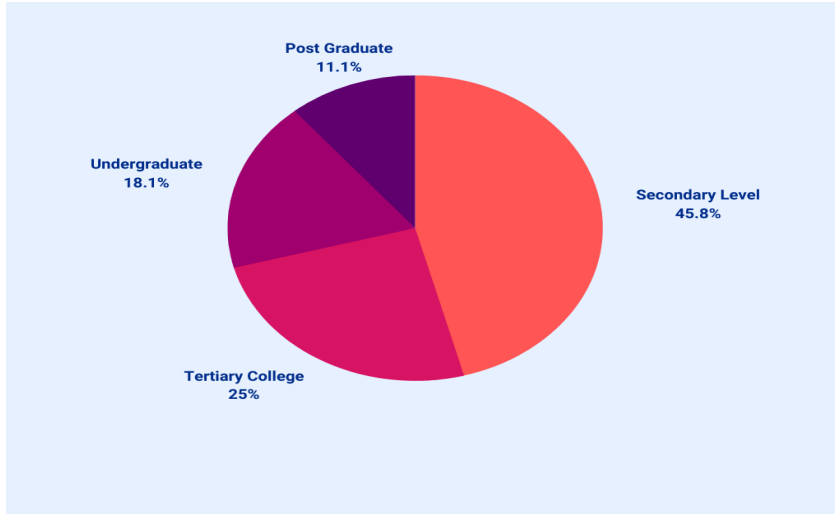
Figure 4.3: Educational Level of Respondents

4.2.4 Respondents number of years sought service at Huduma Centre

Majority of the respondents 46.8% indicated that they had sought services at Huduma Centres for a period between 1 to 2 years, 22.2% of the respondents indicated a period between 2 to 3 years, 17.6% had sought services at Huduma Centres for a period of more than 3 years. About 13.4% of the respondents had sought services at Huduma Centres for a period less than 1 year. This study finding implies the majority of respondents had sought services at Huduma Centre for more than 2 years; hence they had adequate experience and knowledge about Huduma services.
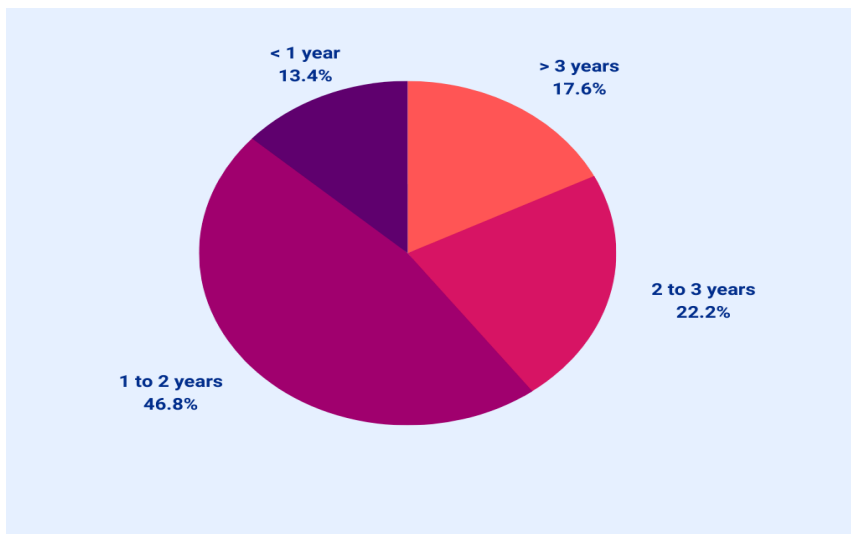
Figure 4.4: Respondents Number of Years Sought Service at Huduma Centres

4.2.5 Citizen of Respondents

Lastly on demographic characteristics of the respondents, the study sought to determine the respondents' citizenship. The study results in figure 4.5 revealed that 91.2% of the respondents indicated that they were Kenyan citizens while only 8.8% of the respondents who participated in the study were not Kenyan citizens. This study finding implies that the Huduma Kenya services are not limited to only citizens and accommodate the needs of foreign nationals in the country.
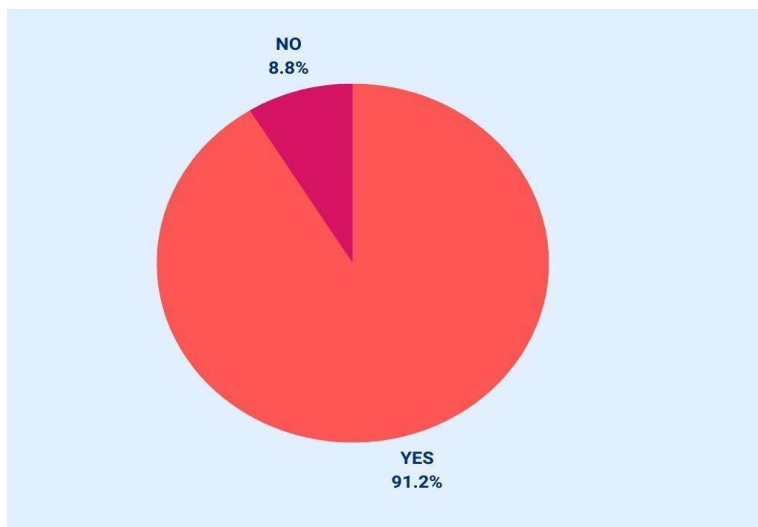
Figure 4.5: Citizen of Respondents

4.3 Descriptive Statistics

The respondents were asked to rate their agreement on statements on each of the variables studied. The descriptive statistics were presented using frequency and percentage of each response. The section has been presented per objective.

4.3.1 Changes in service delivery at Huduma Centres.

The study examined how Huduma Centres have enabled change in time taken for service delivery to the public in Nairobi County. The study found out if the respondents were aware of the existence of online Huduma services in Nairobi. The study results of the data from the questionnaire are as indicated below.

Table 4.2: Existence of online Huduma services

	Frequency	Percent (%)
Yes	216	100
No	0	0
Total	**216**	**100**

The findings revealed that 100% of respondents to the questionnaire agreed that they were aware of the existence of online Huduma services. This study finding implies that all of the study participants were cognizant of the existence of online Huduma services and were aware of the government's policy intention to improve public service delivery from the standard conventional method. It established that the respondents are aware that the Huduma Centres are supplemented by the e-citizen services and are not independent of the other. It also implied that the respondents are able to produce relevant information on the study of howHuduma Centres's OSS model of delivery has enhanced public service delivery in Nairobi. The Increased awareness of the Huduma Centres can be attributed to media's salience on the reveal of Huduma centre's project as part of vision 2030 and the official launch of the Huduma Centre programmes by the President of the Republic of Kenya H.E Uhuru Kenyatta on 7th of November, 2013, followed by the immediate establishment, operationalisation, and gradual transition of services being offered from the government offices to various huduma centres and the e-citizen platform and the commitment towards its operationalisation by drafting the one-stop-shop government policy.

Moreover, for respondents that agreed that they were aware of the existence of online Huduma services in Nairobi, the study sought to determine their experience in accessing Huduma services online. The results of the study according to the data are as follows:

Table 4.3: Experience accessing online Huduma services

	Frequency	Percent
Good	169	78.2
Very good	40	18.6
Neutral	7	3.2
Total	**216**	**100**

The findings in table 4.3 revealed that the majority 78.2% of the Huduma Centre customers indicated that the experience was good while 18.6% indicated it was very good. Only 3.2% of the study participants indicated that their experience in accessing Huduma services online was poor. This finding implies that majority respondents are having good and very good experience accessing Huduma services online.

These present results were in agreement with suggestions by administrators interviewed who are responsible for offering Huduma Centre services to the citizens in two Huduma Centres; one of the administrator interviewed from department of Renewal of Drivers licences and Status check at Huduma Centre GPO Nairobi branch said, "My experience with customers was smooth and is done in a matter of minutes."

In another interview, a public teller at Huduma Centre who is responsible for helping students process loan application and payment added, "Huduma Centres have transformed the Public service delivery by ensuring all Kenyans access efficient Government services at their convenience." He went on to say, due to the digital transition, he has never seen the government deliver services more seamlessly.

Another administrator (human resource department) from Huduma Centre Makadara commented, "Huduma services have changed lives of Kenyans completely, there are plentiful Huduma Centre outlets situated countrywide Huduma Kenya in all the 47 counties to ensure citizens even at the grassroots level can access, process documents or acquire all government services conveniently. People no longer have to travel long distances, which means the use of more time and money to obtain crucial government services."

A teller at Huduma interviewed stated, "Huduma Kenya has transformed the lives of Kenyan citizens through the provision of services in a corrupt-free environment, hence saving the Kenyans time and money. In another interview, an administrator said, "before Huduma Kenya, the public service docket was dreadful with individuals moving from one office to

another, making endless queues and officers turning down requests or enquiries unless bribes are involved resulting in a faster service provision." An administrator from the customer care service in another interview added, "Huduma Kenya provides citizens with efficient government services at their convenience, the Huduma Kenya integrated system allows citizen to make visits at any Huduma Centre branch and it also allows Kenyans to benefit from the Huduma Centre online services where they can use the web portal and access various public ministries, agencies and departments."

The findings imply that what made the huduma centres successful was the subsequent implementation of the e-citizen platform. It has made public service delivery more citizen-centric and given citizens authority on when, how and where to access the services they need. What makes the process faster is most of the initial services provision is done online, customers fill documents online and only go to collect or have their biometric data taken. Public tellers at Huduma centres don't collect money making the experience good for customers as they don't encounter graft cases or cases of dishonesty from the teller. The work has been significantly reduced for both the customers and customers service agents at Huduma Centres making the process manageable and generally a good experience.

Table 4.4: Experience with public tellers at Huduma Centres compared to public officers at government offices

	Frequency	Percent
Good	165	76.4
Very good	36	16.7
Neutral	12	5.5
Poor	3	1.4
Total	**216**	**100**

The findings of the data from the questionnaire reveal that the majority, adding up to 93.1%, of the study respondents agreed that their experience with public tellers at Huduma Centres compared to public officers at government offices was good, 5.5% were neutral and

1.4% of the respondents indicated the experience to be poor. Subsequently, this finding implies that the customers' experience with public tellers at Huduma Centres is good compared to public officers at government offices.

Data from interviews also reveal similar findings; experience with customers at Huduma Centres is smooth and is done in a matter of minutes good as compared to public officers at government offices. The interviewees stated that their relationship with customers was good.

The findings imply that the Huduma Centre achieved one of its main goals to cut bureaucracy which led to time wastage, rudeness and caused fatigue among public servants who delivered services to masses in a single day. Initially, citizens took more time to receive services because they had to deal with many tellers for a single service like acquiring a national identity card. Most of these public servants suffered fatigue and did not get customer care training like the huduma tellers. With reduced human interaction, reduced work on part of public servants since citizens do most of the service procession online, the attitudes are bound to change. People therefore enjoy better customer care services.

These study findings are similar to study findings by Vashakidze, (2014) that revealed, the advent of technology in public administration has encouraged effective and efficient public service delivery. Across Africa, citizens have lacked good public service delivery attributed to years of weak institutions and governance impairments. The idea to transform public service delivery has helped put public policy into perspective across African states in the last decade especially in offering solutions towards efficient delivery of public goods and services (Batley et al., 2011).

Participants were asked if they were able to access online Huduma Services without help. Table 4.5 presents the results from the questionnaire data.

Table 4.5: Ability to access online Huduma Services without help

	Frequency	Percent
Yes	187	86.6

37

No	29	13.4
Total	**216**	**100**

Table 4.5 above, indicated that 86.6% of the respondents were able to access online Huduma services without help, 13.4% of the respondents accessed online Huduma Services with help. This finding established that most of the respondents were capable of accessing online Huduma services without help, and can competently access online Huduma services minus help. Those respondents that were unable to access online Huduma services sought help by physically visiting Huduma Centre (public tellers), making mobile calls to Huduma Centre customer service desks while other respondents sought help from cyber cafes. It established that the government hasn't provided alternative solutions to people who aren't able to access online huduma services, especially since they only represent a small part of the population.

These findings were in agreement with the argument of the interviewed respondents who suggested that, generally, Huduma Kenya is mandated to be more accessible and responsive to the needs of Kenyans. From interview data, this opinion reflects the general view of the interviewees:

Administrator interviewed stated, "citizens who cannot access government services that can only be digitally accessed, can visit any of Huduma Centre branches in all the 47 counties at the grassroots level to access, process documents or acquire all government services.

The study findings implied that indeed the majority of Kenyans can access online services and therefore fully enjoy the services of Huduma centres. Although this high number can easily shadow the 13.4% of respondents who are not able to access online services. In this regard, the government failed to provide an alternative solution that supplements people who are not digitally literate, lack internet connectivity and digital infrastructure like access to a mobile phone and or a laptop. An extra cost is incurred by these people as they have to visit cybercafes, which exposes their data and privacy. They also spend money on airtime by customer care agents in the huduma centres. This finding therefore implies that the huduma centres haven't made life easier for everyone on cost and time relief.

The study also sought the respondents to indicate whether they were satisfied with Huduma online services. The study results from the questionnaire data are as shown in table 4.6.

Table 4.6: Satisfaction with online Huduma services

	Frequency	Percent
yes	203	94.0
no	13	6.0
Total	**216**	**100**

Data on table 4.6 revealed that most of the participants 94.0% agreed that they were satisfied with online Huduma services while respondents that were dissatisfied with online Huduma services were only 6.0%. This study finding is similar to Hamson, (2004) that revealed, when it comes to improving services through modernisation, citizens are a great determinant of the product's evolution and its goals of meeting user needs, efficiency, cutting costs and public value. Innovation is more effectively adopted in public services when it is introduced through institutionalisation and the use of mandated public offices than through "market forces (Vashakidze, 2014). The study found that having a virtual Huduma Centre played a big role in making the Huduma Centres efficient and that the 6% is an opportunity for improvement.

The study also sought for the opinion of the research participants that were satisfied with online Huduma services to indicate whether they agreed that there is reduction in time taken to access Huduma services online. Questionnaire data analysis include:

Table 4.7: Huduma online services have reduced time taken to access services

	Frequency	Percent
Yes	197	91.2
No	19	8.8
Total	**216**	**100**

The questionnaire data analysis results in table 4.7 show that the majority (91.2%) of the respondents agreed that there was a reduction in time taken to access these services online while

only 8.8% disagreed. This study finding implies that the respondents were satisfied that Huduma online services have resulted in a reduction in time taken to access these services online. The teller systems backed by the e-citizen platform have made services faster because citizens arrive having self-processed 80% percent of the service online. Most people simply go to pick up their documents or have their biometric data taken, which reduces the amount of time and logistics.

The finding that the new Huduma digital system has solved problem is supported by some Huduma Centres administrators interviewed; The administrator interviewed in the office of business process re-engineering for Huduma Kenya stated: "In the past, the public service delivery points were full of long queues, manual process, sometimes corruption incidences, but the Huduma Kenya team took substantial strides towards achieving Kenya 2030 goals by embracing digital transformation to improve access to government services."

In another interview a public teller noted: Yes, Huduma Kenya program aims to improve access and delivery of government services to its citizens. For example, Kenyans saved millions in transportation costs, number of visits and time spent compared to the old system. The Huduma program contributed to lowering government corruption. The One-Stop-Shop in Kenya remains a highly advanced integration of government services cross-cutting most government services and sectors. These findings agree with (PricewaterhouseCoopers, 2012) study, which found that the implementation of Canada's OSS enhanced accountability, speed and transformed public services to be more citizen-centric. Contrary to generic understanding and belief, technology and innovations imposed on traditional bureaucracies are costly because of the needed integration. Enhancing public services needs more than technology, it needs the commitment of public servants and an innovative organizational culture.

4.3.2 Government function of revenue collection and Huduma Centres

The second research objective sought to examine how Huduma Centres enhanced the government function of revenue collection for service delivery to the public in Nairobi County. The respondents were first asked to indicate whether there was improvement in Government services specifically on revenue collection and to specify the improvements. The study findings include:

Table 4.8: Huduma online services have improved revenue collection

	Frequency	Percent
Yes	204	94.4
No	12	5.6
Total	**216**	**100**

94.1% of the research participants were in agreement that there was improvement in Government services on revenue collection whilst 5.6% disagreed. This finding implies that Huduma services have improved the government function of revenue collection. The improvement mentioned by the majority of participants includes; provides services in a corrupt-free and a non-bureaucratic environment, individuals can also access mobile government services using their cell phones, payments can be made directly to government accounts, online filing of the returns and they find huduma centres and platforms easier to file and correct their tax data entries. The improvement of revenue collection is attributed to different functions offered by the Huduma centres, the option of booking an appointment to get help from Kenya Revenue Authority agents now located in 52 Huduma centres across the country. People don't have to join long queues at KRA headquarters but can access KRA services on either huduma platforms, physical or online. The second function will be the digitisation of person to government payment, through mobile phones without middlemen to inflate the prices or fail to submit revenue checks and balances.

As (Gupta, 2017) puts it, digitisation of government services has fundamentally improved the government's database in monitoring revenue from public services thus it is easier to track government revenue and reduce the amount of money lost through traditional complexities (Gupta, 2017). People pay the government directly without the interference of public servants as it used to make the service transaction fair. The government is also saving money on administrative costs. The digitisation of person to government payment has also introduced new revenue streams like digital taxes. This is a successful implementation on the government's part. For the 5.6 %, it indicates that not everyone is convinced the huduma centres

have been successful in improving revenue collection as they were forced to pay twice or thrice via mobile payment gateways because the server hanged and failed to capture their transactions. They believe that the government is still exploiting them, and follow-ups to claim the money got very tiresome and bureaucratic, making them spend even more money.

Although only a few people experience this it doesn't invalidate the claim and gives the government an opportunity to tighten its servers. The study findings agree with (GSM, 2017) study that the Ministries benefiting from the OSS model of Huduma Centres have already noted positive changes. For instance, in the months of July 2015 and October 2016, the National Transport and Safety Authority increased its revenue from KES 113 Million to KES 206.8 Million (GSM, 2017), mostly saved from staffing and operational costs. Other ministries benefiting from this approach are Kenya Revenue Authority, Kenya Power and Lighting Company et al and that Citizens stand to save at least 75% of the total costs incurred to access government services (GSM, 2017).

Secondly, the respondents were asked to give their opinions on whether they agreed that the Huduma Centres have enhanced the government function of revenue collection and why they thought so. The results of the questionnaire data analysis are as shown in table 4.9

Table 4.9: Huduma Centres have enhanced revenue collection

	Frequency	Percent
Yes	212	98.1
No	4	1.9
Total	**216**	**100**

98.1% of the participants were satisfied that Huduma Centres have enhanced the government function of revenue collection. About 1.9% of respondents disagreed. Those respondents who disagreed that Huduma Centres have enhanced government function of revenue collection mentioned that Huduma Kenya online services were still inefficient mostly in areas of internet problems. Some stated that the Huduma Kenya outlets within the country are inadequate.

The majority indicated that since the launch of Huduma centres there is more transparency in the collection of revenue and more people can be reached.

The study also sought the respondents to indicate whether their life changed since the launch of e-government services and Huduma Centres. The study findings revealed that the launch of e-government services and Huduma Centres had positively and significantly changed citizens' lives. Some of the mentioned benefits included the existence of Huduma Centre branches situated countrywide thus increasing easy accessibility. They are finally receiving fair services without worry of bribing an official before they get help. This findings are similar to study results by World Bank Group and Nordic Trust Fund, (2016) that revealed, some of the key achievements of the One-Stop-Shop model in Vietnam since its initiation in 1995 is, a transformed perspectives between the public servants and servants, reduced costs, reduced bureaucracy and quality service.

The study also sought the respondents to indicate how they access the services offered online. The data results from the questionnaire revealed that the majority of respondents mentioned that they access e-government and Huduma Centres online services visiting respective portals using smart mobile phones, laptops, visiting cybercafé, and visiting Huduma Centres. This implied that not everyone can remotely access government services as perceived and some people seek 3rd party help from cyber cafes because huduma tellers only receive and finalise on processed services.

The study also required the respondents to discuss the uncomfortable situations they had encountered when using online services. Some of the mentioned uncomfortable situations that hinder customers during the use of online include; internet costs that are slightly high, internet jam due to excessive login individuals, unanswered calls from the customer care desks, lack of protection of individual data due to failed logout and payment to get registration number which is costly.

The study also required the respondents to mention some of the government services they have accessed and what each was like. The mentioned government services by majority were the acquisition of business permits, names and licences, respondents also seek NHIF services

regularly, their driver's licences, replacement of identification cards, EACC clearance certificate, check status of pension claims. The respondents also stated that Huduma Centre services have changed Public service delivery by ensuring all Kenyans access efficient Government services at their convenience.

The study also sought the respondents to indicate how much resources are put into accessing government services in terms of time, money and ability. The study results revealed that access to government services is expensive; it involves the purchase of internet bundles and pay of cybercafé costs. Access to online government services requires knowledge and skills, thus a need for trained personnel. Access to government services is time consuming as a result of internet failure and internet jam.

Lastly, on Huduma Centres enhancement of government function of revenue collection for service delivery to the public in Nairobi County, the respondents were asked to indicate whether they agreed that Huduma Centres are fulfilling the role of service delivery to citizens in Nairobi. The results of the data analysis from the questionnaire are indicated below.

Table 4.10: Huduma Centres are fulfilling the role of service delivery

	Frequency	Percent
Yes	205	94.9
No	11	5.1
Total	**216**	**100**

94.9% of the respondents believed that the Huduma Centres are fulfilling the role of service delivery to citizens in Nairobi, only 5.1% disagreed. This finding implies that the Huduma Centres are meeting the user needs and demands in Nairobi as indicated by majority respondents who agreed.

4.3.3 Costs incurred during service delivery to the public in Nairobi County?

The third objective of the study was to examine how huduma Centres affected the cost incurred during service delivery to the public in Nairobi County? The first question inquired the

respondents on whether they agree that they encounter challenges accessing the online Huduma Centres. The study findings are as indicated on the table below.

Table 4.11: Challenges accessing Huduma Centres online services

	Frequency	Percent
Yes	147	68.1
No	69	31.9
Total	**216**	**100**

The majority (68.1%) of the respondents agreed that they encountered challenges accessing the online Huduma Centres. Those that disagreed were 31.9%. The study established that there are some challenges that customers encounter while accessing these services and were asked to mention some of the challenges they encountered. The majority agreed on local power outages problems that don't allow them to access services online in completion. The issue of lack of affording data was raised especially when the online service requires uploading and downloading, having to give their data numerous times when they have already submitted the information in prior service procession. This agrees with the study of (Initiative D21 and ipima, 2015) that the OSS model hasn't been able to address data issues where citizens submit an overwhelming amount of data even if it's already in the system like birth certificates.

The respondents also mentioned lack of network and for that they can't access the internet even if they can afford it. Digital skills and knowledge was also raised to be a challenge. Lack of customer care services during weekends when people have time from work. This established that the implementation of the huduma centres are yet to fulfil their goal of universal service provision as citizens are now locked out from accessing services due to high cost of data, lack of network connectivity, electricity and digital skills. Access to Huduma centres was raised, respondents mentioned travel long distances to access Huduma Centres and more of them can be built in the outskirts of the city. This is different from Brazil's Poupatempo, which has special rooms with digital infrastructure where citizens can access e-government services called the e-poupatempo, where they are assisted by ICT agents, with the option of accessing it remotely

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serving upto 75,000 people per day. Kenya's e-citizen, which backs the Huduma Centres, does not provide digital infrastructures to customers. This oversight has greatly limited the universal potential of Huduma Centres by locking out customers who lack required digital accessories, digital skills, network connectivity and bandwidth. These are the main contributing factors towards customer satisfaction rates in Brazil, which are at 94% with either good or very good reviews (Castor, 2002; DaMatta, 1984; Fredriksson, 2014; Grisham, 2005; Rosenn, 1971).

The study participants were asked what the government should do to ensure the services are more efficient. Some of the suggestions mentioned by the majority respondents include; Huduma Kenya should carry out an awareness training campaign on how to operate online services, open more Huduma Centres, Huduma Centres to provide services on Saturdays, Huduma Centres to secure their servers and increase online customer tellers.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of the findings from the descriptive analysis. It also provides the conclusions as well as study recommendations. The analysed data were based on the objectives of the study. To examine how the Huduma Centres have enabled change in time taken for service delivery to the public in Nairobi county, to examine how the Huduma Centres enhanced the government function of revenue collection for service delivery to the public in Nairobi County and to examine how the huduma Centres have affected the cost incurred during service delivery to the public in Nairobi County?

5.1 Summary of Findings

This study examined the role of Huduma Centres's One-Stop-Shop model on enhancing public service delivery in Kenya: A case study of Nairobi County. The study used a descriptive research design. The study targeted two Huduma Kenya centres, the General Post Office Huduma Centre and Makadara Huduma Centre. The units of observation included Huduma Kenya customers and Huduma Centre administrators. Simple random sampling technique was used to select respondents from each stratum. The study used primary data, which was collected with both quantitative and qualitative methods. The qualitative data was analysed through thematic analysis and interpretive approaches and the quantitative data was analysed using Statistical Packages of Social Sciences (SPSS) version 23. The study shows that Huduma Centres have reduced the time taken to access services online, improved on the function of revenue collection but digital infrastructure, digital literacy and distance decay continue to limit its function.

5.1.2 Huduma Centres enabled change in time taken for service delivery to the public.

The findings revealed that the huduma centres's OSS have resulted in reduction of time taken to access public services. Citizens have competitive alternatives when it comes to

accessing services. Citizens are no longer forced to bribe to get faster services if any at all. The service is citizen-centric and citizens decide how, when and what they want to access. These have been made possible by transparency levels which have been increased by digitization of services. The hurdles of public servants' attitudes and red tape bureaucracy have significantly reduced due to alternatives of reduced human interaction through the E-citizen platform, which backs Huduma's centres. Citizens are still queuing but it doesn't take long as it used to because they only go to Huduma Centres to complete processing their services by giving biometric data or collecting their documents and the government.

The research findings established that customers have a good experience with public tellers at Huduma Centres compared to public officers at government offices. This shows improvement on customer care strategy from the government on training public tellers on how to offer services and perceptions have improved to good and very good. These study findings are similar to study findings by (Vashakidze, 2014) that revealed, advent of technology in public administration has encouraged effective and efficient public service delivery. In Africa, citizens have lacked good public service delivery attributed to years of weak institutions and governance impairments. The findings also revealed customers are able to access Huduma online services without help. Those citizens unable to access Huduma online services sought help by physically visiting Huduma Centre (public tellers), making mobile calls to Huduma Centre customer service desks while other respondents sought help from friends.

The research findings established that customers were satisfied with online Huduma services. This study finding is similar to (Hamson, 2004) who posits that the modernisation of public services is properly measured by citizens accessing it, its evolution with goals of meeting user needs, efficiency, cutting costs and public value. Innovation is more effectively adopted in public services when it is introduced through institutionalisation and the use of mandated public offices than through "market forces (Vashakidze, 2014).

5.1.3 Huduma Centres enhanced the government function of revenue collection.

The introduction of person to government payment has minimised graft and increased trust levels among citizens. They are more confident that their revenue is collected by the

government in a better and more effective way. Individuals can access mobile government services using their cell phones, payments can be made directly to government accounts. Individuals can file their returns online with an option of using the e-citizen platform or booking an appointment with a KRA agent stationed at either of Huduma centres. People don't have to join long queues at KRA headquarters but can access KRA services on either huduma platforms, physical or online. The government is also saving money on administrative costs. For the 5.6 %, it indicates that not everyone is convinced the huduma centres have been successful in improving revenue collection as they were forced to pay twice or thrice via mobile payment gateways because the server hanged and failed to capture their transactions. They believe that the government is still exploiting them, and follow-ups to claim the money got very tiresome and bureaucratic, making them spend even more money. Although only a few people experience it is an issue to be addressed.

5.1.4 Cost incurred during service delivery to the public in Nairobi County.

The study findings revealed that people experience challenges, especially accessing online services. These challenges are issues with local power outages, network issues, and accessing enough data. They also mentioned delayed password recovery requests because of the system hanging, lack of enough digital skills to process services to completion. Digital skills and knowledge was also raised to be a challenge. Lack of customer care services during weekends when people have time from work. This established that the implementation of the huduma centres are yet to fulfil their goal of universal service provision as citizens are now locked out from accessing services due to high cost of data, lack of network connectivity, electricity and digital skills.The study participants were asked what should the government do to ensure the services are more efficient. Some of the suggestions mentioned by the majority respondents include; Huduma Kenya should carry out an awareness training campaign on how to operate online services, open more Huduma Centres, Huduma Centres to provide services on Saturdays, Huduma Centres to secure their servers and increase online customer tellers.

5.2 Conclusion

The study concluded that the citizens are cognizant of the existence of online Huduma services in Nairobi. The customers have good experience accessing Huduma online services.

Citizens can self-process services from anywhere and at the time of their liking. The Huduma customers have a good experience with public tellers at Huduma centres compared to public officers at government offices. In African countries, citizens lack good public service delivery attributed to years of weak institutions and governance impairments. Most Huduma Kenya customers are able to access Huduma online services without help. Those citizens unable to access Huduma online services sought help by physically visiting Huduma centre (public tellers), making mobile calls to Huduma centre customer service desks while other respondents sought help from friends.

Additionally, the study concludes that customers are satisfied with online Huduma services. The public sector is a great determinant of its evolution with goals of meeting user needs, efficiency, cutting costs and public value. The Huduma online services have reduced the time taken to access services online. The lives of Kenyan citizens have transformed since the launch of Huduma Kenya by providing services in a non-bureaucratic and corrupt-free environment.

The study also concludes that there is improvement in Government services on revenue collection. The improvements include; provision services in a corrupt-free and a non-bureaucratic environment, individuals can also access mobile government services using their cell phones, payments can be made directly to government accounts, and online filing of the returns. The key achievements of the one stop shop model since its initiation is, transformed perspectives between the public servants and servants, reduced costs, reduced bureaucracy and quality service.

The study also concluded that Huduma Kenya has enhanced government function of revenue collection, but Huduma Kenya online services are still inefficient mostly in areas of internet problems and the Huduma Kenya outlets within the country are inadequate. The launch of e-government services and Huduma centres has positively changed citizens' lives. The benefits include; existence of numerous Huduma centre branches situated countrywide resulting in easy accessibility to government services.

The study additionally concludes that the uncomfortable situations that hinder Huduma customers during the use of online services include; internet costs that are slightly high, internet jam due to excessive login individuals, unanswered calls from the customer care desks, lack of

protection of individual data due to failed logout and payment to get registration number which is costly. The government services accessed include search and registration of business names, NHIF registration and claims, Nairobi City Single business permit, renewal of driving licences, status check duplicate National Identity Card student loan repayment services and student loan application (HELB), NSSF registration NSSF member statements and benefits, EACC clearance certificate, check status of Pension Claims and seek for Kenya Police Abstract.

The access to government services is expensive; it involves the purchase of internet bundles and pay of cybercafé costs. Access to online government services requires knowledge and skills, thus a need for trained personnel. Access to government services is time consuming as a result of internet failure and internet jam. Despite challenges, Huduma centres are fulfilling the role of service delivery to citizens in Nairobi.

From these study results, it can be concluded that the automated Huduma public service comes with its own challenges, this encounters include local power outages problems, network issues, delayed password recovery request, lack of enough skill and knowledge, rigidity of the computerised system and lack of immediate human contact makes it easy to have blocks and technical difficulties mostly on weekends and during public holidays.

The challenges experienced by Huduma customers while accessing online services comprise insufficient resources such as skills and money, mobile network connectivity issues, unanswered calls from the customer care desks and an even distribution of Huduma Kenya outlets within the county. Furthermore, the study concluded that the government should ensure improved and efficient service by carrying out awareness campaign training on how to operate online services, open more Huduma centres, Huduma centres to provide services on Saturdays, Huduma centres to secure their servers and increase online customer tellers.

The study concluded that implementation of Huduma centres one-stop shop model has positively and significantly permitted change in time taken for service delivery to the public in Nairobi County.

The second study hypothesis of the study was, Huduma centres one stop shop model has enhanced government function of revenue collection for service delivery to the public in Nairobi County. From the observation, it can be concluded that the launch of Huduma centres one stop shop model has positively enhanced the government function of revenue collection for service delivery to the public in Nairobi County.

5.3 Recommendations

Based on the findings, the study proposes the following recommendations concerning the role of Huduma Centres on enhancing public service delivery in Kenya.

The study recommends that in order for Huduma Kenya to improve access and delivery of government services to its citizens, Huduma Centres should allocate adequate digital infrastructure to reduce the time taken by huduma tellers to deliver services and time spent by citizens waiting in queues. The study recommends that the ministry of gender and public service to set up offices with e-support to help citizens who cannot access the internet or have digital skills to process their services. . The study also recommends the strengthening of the ecitizen server, to avoid hang ups and double payments. Huduma Kenya should conduct customer training on digital literacy and educate their customers especially the older populations on how to access online Huduma services. This will save them money from processing documents through third party assistants like cyber cafes and transport costs from making unnecessary trips to Huduma Centres.

The study recommends that Huduma Kenya customer centres provide services over the weekend and during public holidays to cater for the people who cannot get time off and open more Huduma Centres within the county to reduce distance covered and cost incurred. The government should also open community shared spaces equipped with digital infrastructure to help customers who cannot afford to go to the cybercafé, own a smartphone or access the internet. The study also recommends that the government should increase network coverage and broadband connectivity to remote areas, which will help boost digital literacy. Huduma Kenya should also ensure that the contacts or phone numbers on their page are in service and to open more communication platforms like social media to make it easier for citizens to follow up on issues. The study also recommends that Huduma Kenya should conduct an awareness campaign to sensitise the public on the importance of Huduma Payment Gateway and Huduma Payment Card.

Finally, the researcher suggests the following areas to be carried out:

There is need to conduct research on from One-Stop-Shop to No-Stop-Shop as the Huduma Centres have almost succeeded most of its goals and are set to transition to No-Stop-Shop.

There is a need to conduct further research on the evaluation of the One-Stop-Shop government policy as it has been recently implemented.

There is also a need to conduct further research on the data safety and storage practices of Huduma Centres.

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Appendix A: Letter of Informed Consent

THE ROLE OF HUDUMA CENTRE'S ONE-STOP-SHOP MODEL ON PUBLIC SERVICE DELIVERY IN KENYA:A CASE STUDY OF NAIROBI COUNTY

Dear Respondent,

I am a Masters' Student at the University of Nairobi studying Research and Public Policy. I would like to invite you to participate in a research study to help investigate the role of Huduma Centres' One-Stop-Shop on public service delivery. This research will take about 40 minutes of your time where you will answer questions about your experience with accessing government services at Huduma Centres. This exercise guarantees your anonymity and confidentiality of your responses. The same courtesy will be applied in storing your documentation in an inaccessible area and it will be shredded after use. This exercise is optional and participants are advised to enter it voluntarily, whilst upholding impartiality. Feel free to call off the exercise when uncomfortable. This research study hopes to find out if indeed the government has enhanced public service delivery through huduma centres. This study will be crucial in informing policy in services offered under digital governance.

I appreciate your effort and willingness to be part of my study.

Sincerely,

Mokaya Boyani Sally

Appendix B: Questionnaire

TOPIC: THE ROLE OF HUDUMA CENTRES'S ONE-STOP-SHOP MODEL ON PUBLIC SERVICE DELIVERY IN KENYA: A CASE STUDY OF NAIROBI COUNTY

Please put a tick (V) in the appropriate space given.

Section A: Demographic Data

1. Indicate your gender

   a. Female [ ]   b. Male   [ ]   c. Transgender   [ ]

2. Kindly indicate your age bracket

   a) Less than 24 years   [ ]   d) Between 45-54years   [ ]

   b) Between 25-34years   [ ]   e) Above 55 years   [ ]

   c) Between 35-44years   [ ]

3. Kindly indicate your level of education

   a) Post Graduate   [ ]   c) Tertiary College   [ ]

   b) Undergraduate   [ ]   d) Secondary Level   [ ]

4. For how long have you been transacting with Huduma Centre?

   a) Less than 1 years   [ ]   5. Are you a Kenyan citizen?

   b) Between 2 to 3 years [ ]   a) Yes   [ ]   b) No   [ ]

   c) Between 1 to 2 years [ ]

   d) For more than 3 years [ ]

Section B

6. Are you aware of the existence of online Huduma services in Nairobi?

    a) Yes   [ ]   b) No   [ ]

    If yes, how has your experience been in accessing huduma services online?

    a) good [ ]   b) not good [ ]   c) Neutral [ ]   d) bad [ ]

    e) Very bad [ ]   f) very good [ ] g) poor [ ]

7. How has your experience been with public tellers at Huduma Centres compared to public officers at government offices? Kindly rate.

    a) good [ ]   b) very good [ ]   c) neutral [ ]   d) poor [ ]   e) worse [ ]

8. Do you encounter challenges accessing the online Huduma Centres?

    a) Yes [ ]   b) No [ ]

If yes what challenges do you encounter? …………………………………………………….

9. Are you able to access online Huduma Services without help?

    a) Yes [ ]   b) No [ ]

10. If you get help, who assists you? …………………………………………………………..

11. Are you satisfied with Huduma online services?

    a) Yes [ ] b) No   [ ]

b) If satisfied with the services, is there a reduction in time taken to access these services online?

    a) Yes   [ ]   b) No   [ ]

Section c

12. According to you, is there improvement in Government services specifically on revenue collection?

    a) Yes   [ ]   b) No [ ]

b) If there is improvement kindly specify

……………………………………………………………………………………………………

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13. Do you think Huduma Centres have enhanced the government function of revenue collection?

    a) Yes   [ ]   b) No   [ ]

b) If No, why do you think so?

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14. How has your life changed since the launch of e-government services and Huduma Centres?

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15. How do you access the services offered online?

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16. What are some of the compromising or uncomfortable situations you have found yourself in when using online services?

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17. What are some of the government services you have accessed and what was each like?

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18. How much resources do you put into accessing government services from time, money and ability?

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……..

19. Do you think Huduma Centres are fulfilling the role of service delivery to citizens in Nairobi?

    a) Yes   [ ]   b) No   [ ]

b) If No, why do you think so?

………

20. Are there challenges that you have experienced while accessing online services?

    a) Yes   [ ]   b) No   [ ]

b) If yes, what are some of the challenges experienced?

………

………

21. Kindly suggest what the government should improve on to ensure the services are efficient

………

Appendix C: Interview Questions

Topic: The role of Huduma Centres' One-Stop-Shop model on public service delivery in Kenya: a case study of Nairobi County

1. What is your role at Huduma Center?

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2. How has your experience in delivering government services changed in the last 4 years?

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3. What happens to citizens who cannot access government services that are digital access only?

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4. What are some of the fundamental changes you have noted in revenue collection?

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5. How is your relationship with customers?

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6. What problems can you say this new digital system has solved?

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7. What can you recommend to improve this model of service delivery?

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