

DECLARATION

This research project is my original work and has not been presented in any other university or institution for any academic award. All materials obtained herein from other sources are duly acknowledged.

Agnes N. Laikera

Signature: -----

Reg: C50/70354/2011

Date: -----

SUPERVISOR

This research project has been presented for examination with my approval as the supervisor.

Dr. Obuya Bagaka

Signature: -----

Date: -----

DEDICATION

To my late mother Justina Laikera (RIP) for laying a strong foundation in life that has since stood the test of time. Special dedication goes to my daughter Hope and son Stano for their moral support and understanding during this period.

ACKNOWLEDGEMENT

I thank the Almighty God for giving me the strength and determination to undertake this project. I wish to acknowledge my Dad and siblings for their support and encouragement in my academic pursuit. I am greatly indebted to my supervisor Dr Obuya Bagaka for his invaluable and unquantifiable support and patience in directing and guiding me on how to approach this study. My gratitude also goes to my classmates, MPA 2011 for their support by way of constant discussions and advice which kept me going.

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ACRONYMS

OECD	-	Organization for Economic Co-operation and Development
NPM	-	New Public Management
PC	-	Performance Contracting
ERSWEC	-	Economic Recovery Strategy for Wealth and Employment Creation
NACC	-	National Aids Control Council
ARVs	-	Anti Retro Virals
SPSS	-	Statistical Package for Social Scientists
MTEF	-	Medium Term Expenditure Framework
FY	-	Financial Year
ACU	-	Aids Control Unit
KNASP	-	Kenya National HIV & AIDS Strategic Plan
GIPA	-	Greater Involvement of People Living with HIV & AIDS
KMA	-	Kenya Medical Association
HIV	-	Human Immune Virus
AIDS	-	Acquired Immune Deficiency Syndrome

ABSTRACT

The main objective of the study was to explore the impact of service charter on service delivery at the National Aids Control Council (NACC). The literature review focused on work done by other researchers on service charter and its effectiveness on service delivery focusing on its purpose, defining the concepts and its historical development and made comparison to its findings. The respondents were categorized into service seekers of three different ministries and one government department.

The study used purposive sampling to sample 47 respondents in the three ministries. Those who came to seek services at the NACC headquarters were randomly sampled. The study used descriptive survey to answer the objectives. The research question sought to get information on the impact of service charter on service delivery at the NACC. Questionnaires were the main tools used for data collection. The data analysis was done by use of Statistical Package for Social Sciences (SPSS). The results were generated and presented in form of percentages and tables.

The study revealed that generally, service delivery at the NACC had improved to a great extent as more people were aware of the promise of the organization through the service charter. However, much more needs to be done in sensitizing service seekers on the service provider's obligations. There is also need to mainstream the grievance handling mechanism in the organization. The study recommends that NACC adapts a strategy that will ensure effective display of their service charters at strategic positions within and outside their offices in order to reach out to more service seekers. This is because the more knowledgeable the service seekers are, the easier it will be for them to access information hence satisfaction with the services rendered.

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CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.0 Service Charter

A service charter is an expression of an understanding between citizens and provider of a public service on quantity and quality of services. It is about the rights of the public and the obligations of the public servants in service delivery. Service charter is a standard of service delivery by service providers that highlights avenues and availability of choice for service seekers and other related information for grievance redressal as well as procedural clarity. The concept of citizens' charter enshrines the trust between the service provider and its users. It was first articulated and implemented in the United Kingdom by the Conservative Government of John Major in 1991 as a national programme with the aim to continuously improve the quality of public services so that these services would respond to the needs and wishes of the users. The programme was re-launched in 1998 by the Labour Government of Tony Blair which rechristened it "Services First". The basic objective of the Citizens' Charter was to empower the citizen in relation to public service delivery, (Talbot, 2002).

Service charters can be traced back for centuries with the most famous being the Magna Charta of 1215 and other notable ones including the People's Charter of 1838 (James et al, 2005). The introduction of the modern service charter was closely associated with the conservative government of then Prime Minister of UK "John Major", who found himself in political circumstances that meant he needed to make his mark as a then new Prime Minister (Pollitt, 1994). In a press conference on 22 July 1991 launching the Charter, John Major stated that the 'charter programme will find better ways of converting money into better services'.

The initial enthusiasm for service charters in the UK in the 1990s was remarkable. By March, 1994 there were officially 38 different individual government charter documents in the UK (Deakin, 1994). By 1997 there were 40 main charters and over 10,000 local charters that were not centrally controlled (Hansard, 1997). The enthusiastic but ad hoc nature of the spread of charters in the UK is confirmed by the fact that some of the new charters were established in some parts of the UK but not in others. It has been estimated that the number of national charters in the UK grew to 200 (Milakovich, 2003). The first report of the service charter (Cabinet Office, 1992) confirmed that the government was committed to a 'long-term programme of improvement and change to raise the standard of public services and make them more responsive to their users'. The programme established certain principles of public service relating to standards, complaints procedures and providers of public services were asked to produce their own charters.

Service charter seems to have been part of a much longer term trend in which public services were becoming more user friendly and evolving in a way that has been described as the New Public Management (Hood, 1991). This has included a greater stress on public sector 'performance' (Talbot, 1999). It has been observed that the service charter seemed to envisage the citizen primarily as a consumer (Taylor, 1999) and could be tending to substitute consumer-style rights for political and legal rights (Keat, et al.1994).

Public sector reforms became a common phenomenon around the globe, especially in developing countries and this become the way of responding to the needs of the taxpayers. One of the key priorities of the Kenya Government was to implement and institutionalize public sector reforms that would lead to an efficient, effective and ethical delivery of services to the citizens. The government started implementing public sector reforms way back in 1993 with the aim of improving service delivery.

In Kenya, the policy decision to introduce performance contracting in the management of public resources was conveyed in the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC) in 2003 as part of the civil service reforms. Further, Kenya's vision 2030 had recognized performance contracting among the key strategies to strengthen public administration and service delivery. The strategies, were, in this regard expected to focus on deepening the use of citizen service delivery charters as accountability tools in entrenching performance as a culture in the public service (Report on Evaluation of PC for public agencies – FY 2010/2011, March, 2012).

Performance contracting was geared towards several expected outcomes; improved performance, decline in reliance on Exchequer funding, increased transparency in operations and resource utilization, increased accountability of results, linking reward on measurable performance, reduced confusion resulting from municipality of objectives, clear apportionment of responsibility for action, improvement in the correlation between planning and implementation, create a fair and accurate impression on the performance, achievement of greater autonomy and creation of enabling legal and regulatory environment (GoK, 2006).

While there were successes and challenges in the implementation of reforms in public service, different concepts and newer interventions were introduced. One such intervention was performance contracting in the state corporations and other government institutions. Performance contracting was part of the broader public sector reforms aimed at improving efficiency and effectiveness in the management of public affairs.

Performance contracts seemed a logical solution to this problem, since similar contracts had been successful in the private sector. PCs are widely used to reform state-owned enterprises (SOEs). Public services in many African countries are confronted with many challenges, which constrain their delivery capacities (Moy, 2005). They include the human resource factor, relating to shortages in the manpower in terms of numbers and key competencies, lack of appropriate mindsets and social psychological dispositions. There is also the perennial problem of the shortage of financial and material logistics that are necessary to support effective service delivery. Gradual erosion of the ethics and accountability has continued to affect the public sector in delivering public services to the people effectively.

Performance contracting is part of the broader public sector reforms aimed at improving efficiency and effectiveness in the management of public affairs. Many organizations view performance contracting as a useful vehicle for articulating clear definitions of objectives and supporting new management monitoring and control methods, while at the same time, leaving the day-to-day management to the managers themselves (Kobia & Mohammed, 2006). It organizes and defines tasks so that management can perform them systematically, purposefully and with reasonable probability of achievement. Performance contracting is based on the premises that what gets measured gets done.

The use of performance contracts had been acclaimed as an effective and promising means of improving the performance of public enterprises as well as government departments. It originated from the perception that the performance of the public sector had been consistently falling below the expectations of the public. Performance contracting system originated in France in the late 1960s. It was later developed in Pakistan and Korea and thereafter in India in 1997. It has been adopted in developing countries in Africa e.g. Nigeria, Ghana & now Kenya (Akaranga, 2008). The success of performance contracts in the Far East countries and in Kenya has sparked a great deal of interest around the world. Performance contracts represent an innovative tool for improving public sector performance. They are considered an essential tool for enhancing good governance, transparency and accountability for results in the public sector.

The main objective of introducing performance contracting in Kenya was to improve service delivery to the public by ensuring that top-level managers are accountable for results. It was expected to reverse the decline in efficiency and ensure that resources are focused on attainment of key national policy priorities of the government. This was to be possible through institutionalization of performance oriented culture in the public service through introduction of an objective performance appraisal system. Consequently, performance would be measured and evaluated and reward would be linked to measurable performance. This process was expected to facilitate the attainment of desired results and instill accountability for results at the highest level in the government. Performance contracting is a key component of the performance based practices adopted by the Government of Kenya and is currently being implemented in all institutions (Akaranga, 2008).

PC in Kenya was also seen to consolidate the requirements of the new constitutional dispensation and specifically Article 46(i) on Consumer Rights, which require that the goods and services offered by public institutions meet the highest possible standards, and spells out the responsibility of government to provide quality and affordable goods and services to citizens. This is in addition to Article 232, on “Values and Principles of Public Service” which provides expressly for deliberate improvement of performance in the public service. The Article defines the values and principles to include, efficient and economic use of resources, and responsive, prompt, effective, impartial and equitable provision of services. Service charters were therefore introduced as well as other regulations concerning transparency and accountability as tools to complement performance contracting.

It has been recognized world over that good governance is essential for sustainable development, both economic and social. The three essential aspects emphasised in good governance are transparency, accountability and responsiveness of the administration. Citizens’ charters initiative is a response to the quest for solving the problems which a citizen encounters, day in and day out, while dealing with the organisations providing public services.

The UK’s citizens’ charter initiative aroused considerable interest around the world and several countries implemented similar programmes e.g. Australia Service Charter, (1997); Belgium Public Service Users’ Charter, (1992); Canada Service Standards Initiative, (1995); France Service Charter; (1992); India Citizens’ Charter, (1997), Jamaica Citizens’ Charter; (1994), Malaysia Client Charter, (1993); Portugal Quality Charter in Public Services, (1993) and Spain’s Quality Observatory, (1992) (OECD, 1996).

With the advent of the New Public Management principles and mode of thinking in organizing efficient and effective service delivery, a number of methods are in use today. A service charter is one such technique, which puts citizens in the forefront to decide about the nature, form, and type of services (Dhakal and Ghimire, 2009). The service charter seems to have been part of a much longer term trend in which public services were becoming more user friendly and evolving in a way that has been described as the New Public Management. This has included a greater stress on public sector performance (Talbot, 2003).

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As part of the reforms the Kenyan government introduced service charters to act as a contractual obligation between the service provider and users on what will be delivered. National Aids Control Council was among the first statutory corporations to adopt service charters. The National AIDS Control Council (NACC) was established in November 1999, to coordinate implementation of the national multi-sectoral response to Human Immune Virus- Acquired Immune Deficiency Syndrome (HIV and AIDS) in Kenya. NACC has had some notable achievements since its inception. These include coordinating the development and implementation of the Kenya National HIV and AIDS Strategic Plan (KNASP);

development policies on key programmatic areas such as support to orphans and vulnerable children; mainstreaming gender and the Greater Involvement of people living with HIV and AIDS (GIPA) into the KNASP.

In addition, NACC has been engaging with key sectoral ministries to mainstream HIV and AIDS in the context of the MTEF budget process and more effective engagement with the civil society, private sector, and most-at-risk group in HIV programming (NACC, 2013).

In line with the Public Service Reforms, NACC was restructured in 2003. Its operational and administrative structures were strengthened to reposition the organization to fulfill its mandate as the facilitator of stakeholders in the effective implementation of the national response to the HIV and AIDS epidemic. The main aim of restructuring was to ensure proper analysis of the existing performance management system and develop a framework for implementation of performance measures at the middle level management for the organization. This was to be consistent with prevailing mandate, vision, and mission as contained in the current strategic plan (KNASP) and the Legal Notice number 170 of 1999 that established NACC under the State Corporation Act Cap 446 of the Laws of Kenya, (NACC, 2013).

1.1 Statement of the problem

During the past few decades, improving efficiency in the public sector has been a challenge. Globally, governments have been associated with long bureaucratic procedures marred with inefficiency, lack of accountability thus high level of corruption and wastage of resources which translate into poor economic performance. Many governments have, however, been trying to put in place measures to reverse this trend and the attitude towards governments in

service delivery that comes along with it. Kenya, like other developing countries continued to register poor service delivery for many years (GoK, 2013).

In order to improve service delivery, the government of Kenya started implementing far-reaching reforms in the public sector to gain the confidence of the public. Among the key reforms the country has been implementing is the citizen's service charter.

HIV and AIDS was declared national disaster in November 1999 and the Government established the National AIDS Control Council (NACC) in line with the recommendations of the Sessional Paper No. 4 of 1997, on AIDS in Kenya to coordinate and provide leadership for the multi-sectoral national response to HIV and AIDS in Kenya. The multi-sectoral national response approach has four main pillars, one of them being the public sector which comprise Government Ministries, statutory bodies, state corporations, local authorities and discipline/uniformed services at all levels.

The public sector, being the biggest single employer in Kenya, has the sole responsibility of preventing new infections, improving quality of life and mitigating the impact of HIV and AIDS among their staff and customers. This necessitated the urgency of mainstreaming HIV and AIDS into the core functions of all government ministries, statutory bodies, state corporations, local authorities and discipline/uniformed services at all levels.

One of the factors that led to poor performance in the public service was the increased rates of HIV infection among the working population. The challenge of HIV and AIDS presented a socio-economic problem in the country. In order to mitigate the negative impact of HIV on service delivery, the government created NACC which was charged with the responsibility of ensuring achievement of universal access targets for an integrated, prioritized package of

prevention, treatment, care and support services by 2013, in line with the Millennium Development Goal number six of combating HIV/AIDS, malaria, and other diseases.

Although NACC had been facilitated through government funding for its programmes, the organization continued to perform dismally in many aspects of service delivery (GoK, 2013). Some of the challenges experienced included inadequate forecasting and quantification for ARVs and other commodities for treatment, care and support. Another major challenge was condom procurement and distribution system which had literally broken down. In addition, health information systems as well as procurement and supply chain management systems were pathetic leading to contravention of public procurement regulations. The customers did not have enough information on the services available, and they did not have any mechanisms of providing feedback. These challenges necessitated the need for urgent intervention to streamline service delivery at the organization and inform the public of the various services available to them and seek their timely feedback to improve service delivery.

As part of public sector reforms, NACC implemented customer service charters with a view to improve efficiency and effectiveness, stamp out corruption in service delivery, as well as providing the public with opportunities to give their feedback. This study therefore seeks to examine the extent to which service charters have affected service delivery at NACC. The NACC initiated and has had service charter for the last ten years. In line with the initially stated rationale for introducing service charters, there is little evidence to ascertain the extent to which NACC has achieved its stated objectives. This study seeks to fill this void and, therefore, seeks to answer the question “to what extent has service charter affected service delivery at NACC?”

1.2 Objective of the study

The overall objective is to explore the impact of service charter in service delivery at the NACC

The specific objectives are:-

- i) To find out whether procedural clarity leads to improved service delivery at NACC
- ii) To examine the effect of grievance redress mechanism in service delivery at NACC

1.3 Justification of the study

The contributions of the current research to the NACC will be twofold. First, the study may be used by NACC to manage the expectations of service users by providing a framework for consultations with service users. This may promote transparency in telling the public about the standards they can expect and how they have performed against those standards. Second, the study may also provide NACC with an in-depth understanding of the push to improve performance where promised standards have not been achieved thereby increasing satisfaction of the service users.

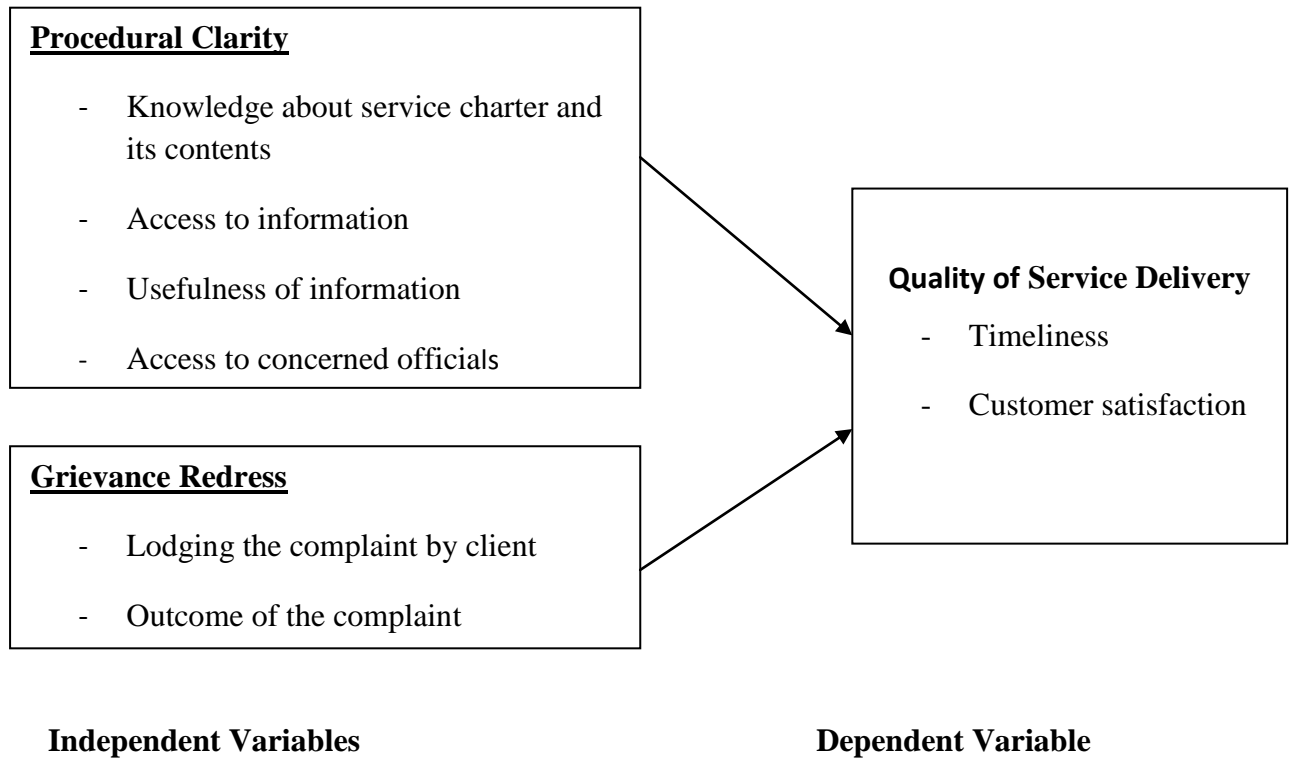
1.4 Scope and limitations of the study

The specific unit of analysis was the National Aids Control Council. This study was limited to the head offices of NACC in Nairobi. This was due to the fact that the other offices across the country offer similar services and that made the potential respondents exhibit homogeneous characterizes. The period under study was the year 2003, when service charter was introduced at the NACC to the year 2013.

The study encountered various limitations. Some of the respondents approached were reluctant to give information fearing that the information sought would jeopardize their working relationship with NACC. Some respondents turned down the request to fill questionnaires. The study handled these challenges by carrying an introduction letter from the University and assuring them that the information they gave would be treated confidentially and would be used purely for academic purposes. With this assurance, the respondents were free to share information especially given that the questionnaires did not require them to indicate their identities.

1.5 Conceptual Framework

Figure 1



1.6 Operationalization of terms

1.6.1 Service delivery

Service delivery is the dependent variable in this study. It refers to the process of addressing the inquiries or service sought by clients. It is measured in terms of timeliness of addressing the issue at hand and customer satisfaction. The NACC service charter clearly states the time required to get services. If people get service within that mentioned period, they will be satisfied. Such satisfaction is the indicator of improved service delivery.

1.6.2 Procedural Clarity

Procedural clarity refers to how well the documented processes of access service at NACC are understood by the service seekers. This is documented in the institution's service charter. A service charter is a tool of the NPM theory. It enhances the three essential aspects of good governance which are transparency, accountability and responsiveness. All of the information written in the NACC service charter leads to transparency and accountability as it provides clear information about the requisite procedures. When people are fully aware about the required documents, user fees, time taken, they can produce all the required documents at once and can reach out to the concerned personnel directly. This way service delivery can be faster and people will be satisfied. Procedural clarity is the independent variable which is measured through knowledge about service charter and its content, access to information, usefulness of information and access to concerned officials.

1.6.3 Grievance Redress Mechanism

This is another independent variable. NACC's grievance redress mechanism is clearly stipulated in its service charter. The service charter clearly indicates the designation and official contact address of the complaint handling officer. Service seekers can easily contact the particular officer in case of non delivery of service. If the complaint mechanism functions properly, those citizens who did not receive the service due to service provider's failure will get appropriate compensation or they can get that particular service without paying the necessary fee. For this, the chief complaint officer is expected to hear the grievance and take necessary action immediately. Only then will service seekers be satisfied which can be regarded as improved service delivery.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

Different kinds of goods and services are indispensable for maintaining, promoting and improving the quality of lives of people. Those goods and services are provided by either public or private sectors. Public service is defined as all activities delivered by government institutions to fulfill those needs that society needs to go through life (Anwaruddin, 2005). Public service delivery is defined as a set of institutional arrangements adopted by the government to provide public goods and services to its citizens. Public services delivery has been one of the key functions of the public sector which uses civil service bureaucracies as the instrument for the delivery of services.

Unlike the private sector where customer is much valued, public service is generally driven by inputs and compliance with rules. Public service delivery in most of the developing countries is characterized of being ineffective, cumbersome, too much procedural, costly, red taped and opaque (not transparent). Public services should be concerned with what the customer want rather than with what providers are prepared to give. In general public servants have not acted as servants of people but rather as masters without any sense of accountability and transparency. People are unaware of how and where to obtain public services and often become the victim of middle man or corruption. Cumbersome procedure, slow pace of decision making and service delivery cause suffering to people and waste their money and time.

2.1 Theoretical Framework - The New Public Management (NPM) Theory

A review of literature suggests that NPM is not a homogeneous whole but rather has several overlapping elements representing trends in public management reforms in OECD countries. Its components and features have been identified by Hood 1991, 1995. The doctrinal components of NPM have been expanded upon and have evolved over the past decade. For example the core ideas of the United Kingdom's service charter initiative, launched in 1991, added a consumerism dimension to public management (Talbot, 1994).

Hood's original conception of NPM did not explicitly feature the issue of consumer rights. The service charter brought the issue of consumers to prominence and has since become a key feature of most NPM discussions. Moore, et al argues that the central feature of NPM is the attempt to introduce or simulate within the sections of public service that are not privatized the performance incentives and the disciplines that exist in a market environment. The assumption here is that there are benefits in terms of efficiency and effectiveness in exposing public sector activities to market pressures and in using markets to serve public purposes and that government can learn from private sector despite the contextual differences (Metcalf and Richards, 1990).

NPM has variously been defined as a vision, an ideology or (more prosaically) a bundle of particular management approaches and techniques, many of which are borrowed from the private sector (Pollitt, 1994:1). NPM is thus seen as a body of managerial thought (Ferlie et al., 1996:9) or as an ideological thought system based on ideas generated in the private sector and imported into the public sector (Hood, 1991, 1995).

NPM has underpinned many reforms in public administration in developed countries. This paradigmatic shift in the Western countries from the late 1980s was superimposed on other developing countries, particularly in countries that embarked on IMF/World Bank-supported structural adjustment programs, thus globalizing NPM reforms. NPM theory is an influential model for public sector for effective service delivery; encouraging government to be more efficient and responsive (Hood, 2002). Service charter has emerged as such reform instrument through NPM doctrine. Thus the main ingredients of service charter are transparency, responsiveness and accountability which provide procedural clarity and grievance handling mechanism that can improve service delivery which is the main focus of NPM.

Scholars agree today that at least some of the accumulated wisdom of the private sector in developed countries is transferable to the public sector (Weikert, 1992). In an attempt to “liberate” the public sector from its old conservative image and outdated practice, NPM was advanced as a relevant and promising alternative. Thus, NPM literature has tried to recognize and define new criteria that may help in determining the extent to which public agencies succeed in meeting the growing needs of the public. New Public Management has continuously advocated the implementation of specific performance indicators used in private organizations to create a performance-based culture with matching compensatory strategies. It has recommended that these indicators be applied in the public sector since they can function as milestones by which to better gauge the efficiency and effectiveness of public agencies (Weikert, 1992). Moreover, citizens’ awareness of the performance of public services was suggested as a core element of NPM since it can increase the political pressure placed on elected and appointed public servants, thereby enhancing both managerial and financial efficiency in the public sector. Scholars who advocate NPM compare this process of

public accountability to stakeholders/citizens to the role adopted by financial reporting in the private/corporate sector. As in the private sector, increasing external outcomes can have meaningful impact on internal control mechanisms, as managers and public servants become more sensitive to their duties and more committed to serving citizens as customers (Lynn, 1994).

2.1 Service charter

Service is a form of product that consist of activities, benefits, or satisfactions offered for sale that are essentially intangible and do not result in the ownership of anything (Armstrong & Kotler, 2008). According to (Hood, 1991), a service is any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product.

Service charter is a written, voluntary declaration by service providers that highlights the standards of service delivery that must be subscribed to, availability of choice for consumers, avenues for grievance redressal and other related information. It is an expression of understanding between the citizen and the service provider about the nature of services, information, choice and consultation, non- discrimination and accessibility, grievance redress, courtesy and value for money that the latter is obliged to provide (Shanker, 2004).

The use of service charters can be traced back for centuries. Possibly the most famous are the Magna Charta of 1215 and other notable ones including the People's Charter of 1838 (James et al, 2005). The introduction of the modern service charter was closely associated with the conservative government of then Prime Minister of UK "John Major", who found himself in political circumstances that meant he needed to make his mark as a then new Prime Minister (Pollitt, 1994). In a press conference on 22 July 1991 launching the Charter, John Major stated that the 'charter programme will find better ways of converting money into better services'.

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However, the service charter seems to have been part of a much longer term trend in which public services were becoming more 'user friendly' and evolving in a way that has been described as the New Public Management (Hood, 1991). This has included a greater stress on public sector 'performance' (Talbot, 1999). It has been observed that the service charter seemed to envisage the citizen primarily as a consumer (Taylor, 1999) and could be tending to substitute consumer-style rights for political and legal rights (Keat, et al.1994).

The service charter was developed as a tool to improve the quality of services, address the needs of citizens' rights and set clear standards of performance because traditional Weberian bureaucratic administration is regarded as rigid, rule-bounded, slow moving, costly, inefficient and unresponsive to their users. There are too many rules limiting initiative, with the result that good people are trapped in bad systems (Osborne & Gaebler, 1992). The greatest irritant most people experience in dealing with government is the arrogance of bureaucracy. Even skilled people get lost in the bureaucratic wilderness. People today expect to be valued as customers even by the government (Osborne & Gaebler, 1992).

In a rapidly changing context where efficiency, effectiveness and competence of state institutions are being questioned, it has become imperative for the state agencies to strive to improve performance. For this reason, different kinds of reforms are necessary. Among these reforms, is the service charter which was discovered so that the service delivery mechanism can be improved, can be made transparent, accountable, simple and responsive to the needs of the people. The traditional bureaucratic culture was characterized by a gap between people and administration, emphasis on rules rather than services to the people (Rauf, 2007).

Charter principles have much to offer, in particular the fact that service users have as much information about the service as possible, including clear quantifiable standards setting of the service that individual users can reasonably expect (Brennar & Douglas, 1998). Service charters are 'guarantees' enforceable and outline what the customer can expect to experience. They further argue that there are two known models to follow with the drawing up of a charter. These are gap model or the process standard-setting model. The gap model endeavors to describe the difference between the services the customer expected and the service the customer perceived he had received - the perceived service gap.

The Standard-setting-model is based on the basic process model, which defines a process as the transformation of a set of inputs into desired outputs.

In public policy and administration, (Taylor, 1999) concluded that the charter system was inadequate to safeguard consumers' and citizens' interests and that they would have to have a greater input to ensure success. The processes that generate services are different from those in which goods are manufactured since during service processing the customer is present and affects the result in terms of added value and quality (Rauf, 2007). An organization does not deliver services but opportunities for services. The goal of service development is as such: to provide the best and right prerequisites for well-functioning customer processes – for instance, the technical resources, the administrative routines and procedures, which customers must understand and use.

Core and supporting services must be performed at the highest standards possible to meet quality requirements of stakeholders (Daniels, 2000). Customer service is anything we do for the customer that enhances the customer experience. The customer service provider must get to know his or her customers and strive to provide them with excellent service. Customer satisfaction is the customers overall feeling of contentment with a customer interaction. (Harris, 2007) says that all customers have the following basic needs; Service, Price, Quality, Action, Appreciation.

A customer service environment should have a customer service oriented culture. Organization leadership should inspire this positive attitude to employees; provide a safe environment for taking risks, efficiency and creativity (Perrealt & McCarthy, 1996). A positive customer service culture should show respect and concern for employees, be helpful in assisting in the problem-solving process, and provide positive recognition whenever possible.

Organizations can generate a sustainable competitive advantage by adopting a customer service orientation through continuous improvement, continuous creativity, definite promises and positive telephone treatment, publicizing tight performance standards and keeping them and recruiting staff with the right attitude (Johns, 1994). He says that customer service should be lead by senior management who should frequently talk and listen to customers and staff, introduce customer care improvements, take corrective measures and monitor competition. Customer delight presupposes a constant need to keep at least one step ahead of the customer. Perceived service quality is a component of customer satisfaction. Satisfaction is more inclusive and it is influenced by perceptions of service quality, product quality, and price as well as situational and personal factors (Zeithaml et al., 2008).

A common definition of service quality is that the service should correspond to the customers' expectations - also internal customers - and satisfy their needs and requirements (Hood, 1991). In order to also detect and understand non-verbalized customer needs, a sense of insight, a functional dialogue with the customer and an understanding of the situation are required thereby ensuring a successful interaction with the customer as co-producer (Hood, 1991).

A service firm can differentiate itself by delivering consistently higher quality than its competitors do. In order to provide good service companies should empower front-line service employees by giving them authority, responsibility and incentives they need to recognize, care about, and tend to customers' needs (Kotler & Armstrong, 2008).

Standards-setting can be divided into three types. Proprietary standards are developed by an individual firm or firms through the market process. Standards institutions set up institutional standards through their consensus decisions. Governments intervene and establish governmental standards when they are deemed necessary. Challenges encountered by organizations in attaining service quality are: limited perspective of quality, resistance of change, commitment of resources, measures of quality, difficulties in assigning specific responsibility and time required improving its service quality (Huqiz, 2005).

2.2 Customer Satisfaction

Customer satisfaction refers to a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations (Kotler, 1997). Customer satisfaction as the state in which customer needs, wants and expectations throughout the product or service's life are met or exceeded resulting in repeat purchase, loyalty and favorable word-of-mouth (Brown, 1992).

There are four basic elements affect customer satisfaction, namely the basic elements of the product or service, basic support services, a recovery process for counteracting bad experiences, and extraordinary service (Jones & Sasser, 1995). He argues that this definition of the key element of the services is considered appropriate in the context of care or after sales services.

The difference between transaction-specific satisfaction and overall satisfaction is that overall satisfaction is based on the information from all previous experiences with the service provider and is viewed as a function of all previous transaction-specific satisfactions (Parasuraman et al., 1994).

Transaction-specific satisfaction refers to a single service encounter. In general, transaction-specific satisfaction may not be perfectly connected to overall satisfaction. The empirical results support that transaction-specific satisfaction can be empirically distinguished from overall satisfaction; Overall satisfaction is a better indicator of a customer's repurchases intentions than transaction-specific satisfaction (Jones & Suh, 2000). Under certain conditions, transaction-specific satisfaction is not a good predictor of repurchase intentions.

In an ideal situation, both the transaction-specific satisfaction and overall satisfaction should be assessed. Transaction-specific satisfaction directly influences a customer's repurchase intentions, but only when overall satisfaction is low. In such a case, consumers allow their evaluation of the last service encounter to influence repurchase decisions. When a customer has had a bad experience, the service manager may wish to remind the customer of his/her previous overall satisfaction.

At the early stages of the customer relationship, high levels of transaction-specific satisfaction are particularly important (Jones & Suh, 2000). A consumption-system that consists of a bundle of goods and services that are consumed over time in multiple consumption episodes conceptually has three constitutive elements: attribute-level evaluations, satisfaction, and behavioral intentions.

Transaction-specific and cumulative satisfaction is distinguished, as consumption occurs as a series of encounters between consumption system and the consumer. In the case of automotive consumption, product and services are the key subsystems of the consumption-system (Mittal et al., 1999).

As consumers learn more about certain attributes, the weight of attributes in determining overall satisfaction may change (Mittal et al., 1999). This kind of learning is important in such information-intense and skill-based products as software or Web sites. By learning more about an attribute, consumers may become more efficient users of it, which may affect the level of satisfaction consumer experiences. A subsystem's contribution to goal attainment may moderate its role as a mediator. For example, a service or product subsystem may be a stronger mediator, depending on the customer's focus.

It is questionable whether the same conclusions are likely to emerge from ascertaining how much value customers derive from a product and ascertaining how satisfied they are with it (Parasuraman, 1997). Parasuraman et al (1994) point out that the connection between service quality and customer satisfaction is an unresolved issue. Zeithaml et al (1996) point out that the relationship between service quality and profits has begun to accumulate, but it is not straightforward or simple. The present study does not place special emphasis on this question; rather, customer value and customer satisfaction are handled in parallel, assuming that the framework of (Parasuraman et al., 1994) and (Teas, 1993) the components of transaction specific evaluations are valid.

Customer value management measures customers' perceptions of value and those relating to competitors. Measuring customer satisfaction is similarly the basis for learning. The approach seeks answers two questions regarding the key buying factors that customers value, how customers rate supplier's performance versus competitors on each buying factor, and the relative importance of each of these components of customer value. Such questions make it possible to construct an index of customer value (Barsky, 1995; Wellington, 1995; Farson, 1997 and Daniels 2000).

2.3 Efficiency, effectiveness and responsiveness

The effectiveness and efficiency of a country's public sector is vital to the success of development activities. Sound financial management, an efficient civil service and administrative policy, efficient and fair collection of taxes, and transparent operations that are relatively free of corruption all contribute to good delivery of public services.

The public sector is the largest spender and employer in virtually every developing country and it sets the policy environment for the rest of the economy. There is no efficiency without effectiveness, because it is more important to do well what you have proposed (the effectiveness) than do well something else that was not necessarily concerned (Drucker, 2001). The relationship between efficiency and effectiveness is that of a part to the whole, the effectiveness is a necessary condition to achieving efficiency.

Improved responsiveness has also been one of the main objectives of NPM, through providing services that correspond to individuals' wishes, and through improving customer friendliness. (Box, Marshall, Reed & Reed, 2001). Most empirical research with an explicit NPM focus has tended to assess efficiency-related outcomes (Andrews B, 2010), or general performance (Boyne, 2003), with evaluations concentrating on equity being much less widely available, or framed in a critical rather than in more empirical terms. Policy-makers across the world continue to laud the merits of NPM. Commitment to NPM practices is associated with gains across multiple dimensions of performance. More particularly, are the putative benefits of those practices, which are appreciated by the recipients of local public services (Pollitt, 2002).

2.4 Accountability

Accountability has become a critical part of public governance. The concept of accountability applies to a wide array of important decisions and authorities that are responsible for making those decisions. At the centre of the concept of accountability is the checking and balancing of potential abuse of power by public officials with the objective of limiting the potential for corruption of public offices and officials (Drucker, 2001).

The domain of accountability has, however, expanded, through time, from the proper exercising of power to include accountability for improving the efficiency and reducing waste in carrying out public program. Accountability exists when there is a relationship in which an individual or body, and the performance of tasks or functions by that individual or body are subject to another oversight, direction or request that they provide information or justification for their actions.

Accountability requires that first, people are given certain objectives second, there is a reliable way of assessing whether they have met those objectives and third, consequences exist for both the case in which they have done what they were supposed to do and in the case in which they have not done so. The political notion of accountability corresponds to economists' concept of incentives (Drucker, 2001).

Accountability in public service delivery is important because we live in an age of public accountability in which governments in new and old democracies are under increasing media and public scrutiny. There is growing demand that governments, public institutions and officials grant access to information concerning controversial actions and decisions. International transparency organizations regularly monitor levels of corruption and social responsibilities efforts of both public and private actors in different parts of the world. Continuous evaluation of effectiveness of public institutions and officials ensure that they are performing optimally, providing value for money in the provision of public services, instilling confidence in the government and being responsive to the community they are meant to be serving.

CHAPTER THREE: METHODOLOGY

3.0 Introduction

This chapter outlines the research methodology applied in the study for achievement of desired objectives. It details the techniques which were used to carry out the research prior, during and after field work. The chapter begins by discussing the approach of the study. Structured questionnaires were used as primary sources of information collection tools to test the impact of service charter in service delivery at the NACC. In addition, different documents like books, articles, as well as Government of Kenya and NACC publications were used as secondary sources of information.

3.1 Research Design

Research design used was a mixture of qualitative and quantitative data collection methods. Qualitative data was collected through the open ended questions and content analysis was used to analyze it. Quantitative data was collected through the structured questionnaires. The study focused on descriptive research design to achieve the objectives and answer the research questions. The descriptive research design was used to describe the current practices and events at the NACC.

Structured interviews were used to obtain firsthand information from the respondents. These interviews were conducted on selected respondents mainly from Aids Control Council Units in three government ministries and one sub unit. The researcher also administered questionnaires to NACC walk in clients. Facts relating to service charter and its impact on service delivery were obtained from already published and printed text books, journals and government reports.

Triangulation was used to overcome the disadvantages of qualitative and quantitative methods while utilizing benefits from the advantages of each. Triangulation is a powerful technique that facilitates validation of data through cross verification from two or more sources. A combination of these two methods enriched the study as each method of collecting data captured a specific angle of the issues in consideration.

3.2 Sampling Method and Sample Size

Purposive sampling method was used to select the sample so that maximum variety of people with various socio-economic backgrounds like gender, education, occupation would be incorporated in the research. The major reason behind this kind of sampling was to cover all potential people related to the research work and those who could be easily available. The sample-size also comprised service seekers. Purposive sampling assists the researcher sample respondents' knowledge on the subject matter.

The study focused on assessing the impact of service charter on service delivery at the NACC. A small population was sampled using cluster sampling technique. Cluster sampling technique was appropriate because of its heterogeneous nature and works well in populations which are already grouped into sub populations. In the case of this study the Aids Control Units in the Ministries of Devolution and Planning, Health, Roads and Infrastructure and the Kenya School of Government were the sample size.

3.3 Data collection techniques

Primary data was collected using structured questionnaires. Responses in the questionnaire were measured on a Four- point likert scale. Questionnaires were administered through drop and pick method. The researcher administered questionnaires to different Aids Control Units in three ministries namely Ministry of Devolution and Planning, Ministry of Health and Ministry of Roads and Infrastructure. Other questionnaires were administered in the ACU of Kenya School of Government.

The questionnaire was divided into two sections. Section A sought to capture the respondents' background information while section B sought information on service charter. The questionnaire had two dimensions, each with its set of questions in tandem with the variables in the conceptual framework. The first dimension focused on procedural clarity in service delivery while the second focused on grievance redress mechanism. The likert scale was designed to examine how strongly the respondents agreed or disagreed with the statement on a four point scale.

3.4 Data analysis and presentation

Statistical Package for Social Science (SPSS) was used to analyze the quantitative data collected from the self-administered questionnaires. It was presented using tables, percentages and textual form for clarification. To enhance accuracy and validity of data the researcher used descriptive analysis to analyze information from interviews as well as secondary data. The validity of findings were examined in relation to the data outcome trends or behavior of variables and are presented in chapter four.

CHAPTER FOUR: FINDINGS

4.0 Introduction

This chapter presents the findings of the study and aims to map the present status of service charter in NACC. The two main aspects of service charter are analyzed which can help to improve service delivery mechanism of the National Aids Control Council offices. They are procedural clarity and grievance handling mechanism. The specific objectives the study sought to achieve were to find out whether procedural clarity leads to improved service delivery at NACC and to examine the effect of grievance redress mechanism in service delivery at NACC.

4.1 Procedural clarity

Procedural clarity is one of the main features of service charter. It is important that the charter provide information about the procedures involved in obtaining the service and facilitates the service seekers/clients in obtaining that service. This dimension of service charter is analyzed under these subsections; a) Knowledge about service charter and its content b) Access to information and c) Usefulness of information.

4.1.1 Knowledge about service charter and its content

This study sought to find out the level of awareness about service charter among the NACC service seekers. The more knowledgeable people are about service charter and its content, the more evident there will be procedural clarity among the service seekers. Table 1 presents the findings.

Table 4.1: Knowledge about Service Charter

Respondents level of knowledge on service charter	Frequency (Raw Data)	Percent	Valid Percent	Cumulative Per cent
i. Not at all	3	6.4%	6.4%	6.4%
ii. Somewhat informed	8	17.0%	17.0%	23.4%
iii. Informed	25	53.2%	53.2%	76.6%
iv. Very Informed	11	23.4%	23.4%	100.0%
Total	47	100.0%	100.0%	

Table 4.1 shows that most of the service seekers – 76.6 per cent – are very informed about the service charters, whereas very few service seekers – 6.4 per cent – have not heard about it. These figures revealed that more service seekers are aware about the service charter.

4.1.2 Access to information

This study sought to find out whether the clients have access to information provided by the NACC administration. Information is crucial for good governance as it reflects the activities and processes of the organization. The main objective of NACC in providing information to its service seekers is to promote openness, transparency and accountability in administration. Table 2 illustrates the findings.

Table 4.2: Access to Information

		Satisfied	
		Frequency	Percentage
Access to information	Yes	38	81%
	No	9	19%

The above cross-tabulation depicts that the more the people have access to information, the more they are satisfied. Thirty eight out of the 47 respondents had access to information and their level of satisfaction with NACC services was high - 81 per cent. The service charters displayed at the NACC offices are sufficient to provide the necessary information to service seekers.

Table 4.3: Cross Tabulation: Time taken to serve people with access to information

		Time taken					
		As stipulated in service charter		A little longer		Too long	
		No.	%	No	%	No	%
Access to	Yes	11	26%	17	40%	3	7%
Information	No	0	0%	4	21%	0	0%

The above table indicates that those who have access to information can get services as stipulated in the service charter. Twenty six percent of the people who had access to information got services as stipulated in the service charter. It becomes clear that people who have access to information, appreciate procedural clarity and hence access the services as per the contents of the service charter.

4.1.3 Usefulness of information

The information provided should be useful to service seekers. Government information should be trustworthy, clear and accurate. This study sought to find out whether the information provided was useful to the service seekers. Here the assumption is that the more the information is useful, the faster the service delivery hence more satisfaction to the service seekers. Useful information can speed up service delivery. To understand this relation, a cross tabulation was done among these two factors. Also the relation between satisfaction and cause of service delivery was estimated through the same method. The results are shown in the table 4.4.

Table 4.4: Cross-tabulation: Trigger of service delivery and usefulness of information

		Trigger of Service Delivery			Total
		By due process (raw data)	By personnel access (raw data)	By using a middle-man (raw data)	
Usefulness of Information	i. Very useful	9	0	0	9
	ii. Somewhat useful	5	2	0	7
	iii. Useful	9	4	0	13
	iv. Don't Know	5	5	1	11
Total		28	11	1	40

As shown in the table 4.4, nearly 50 per cent of the respondents said that the information in service charter was very useful. Only a small number of the respondents said that the information is somewhat useful. The rest said that the information was not useful because they never got the service. When cross tabulation was done between usefulness of information and what triggered service delivery it was observed that most of service seekers who found the information they had very useful were served through due process.

4.2 Grievance handling mechanism

The other objective of the study was to examine the process of handling grievances at the NACC where the respondents were asked to state whether or not they launched a complaint for non-delivery of service. This dimension was measured using two parameters namely; a) Lodging a complaint for non-delivery of service and b) Outcome of the complaint.

4.2.1 Lodging a complaint for non-delivery of service

This study sought to find out whether the service seekers would lodge a complaint for non-delivery of service. The table 4.5 presents the findings.

Table 4.5: Lodge a complaint for non-delivery of service

Lodge a complaint	No of respondents	Percentage
Yes	15	37 %
No	26	63 %

As shown in table 4.5 above, 37 per cent of the respondents said that they would lodge a complaint for non-delivery of service. The remaining 63 per cent said they did not want to lodge a complaint in spite of non-delivery of service.

4.2.2: Outcome of the complaint

This study sought to find out outcome of the complaint launched by the service seekers.

Table 4.6 presents the findings.

Table 4.6: Outcome of the complaint

	Frequency	Percent	Valid Percent	Cumulative Percent
Very good	3	6.4%	7.3%	7.3%
Good	13	27.7%	31.7%	39.0%
Fair	24	51.1%	58.5%	97.6%
Poor	1	2.1%	2.4%	100.0%
	41	87.2%	100.0%	
Missing	6	12.8%		
Total	47	100.0%		

As tabulated in table 4.6 above, about 28 per cent of the respondents rated the outcome of the complaint as being good while 51 per cent rated it as being fair. Based on the findings presented, NACC's complaint handling system referred to in the service charter seems well structured. This is because, although a majority of the respondent indicates that they do not bother to complain about non-delivery of service, a majority of the few that complain are satisfied with the outcome.

4.3 Discussion of findings

From the above findings, the NACC has recorded remarkable improvement in ensuring that their customers are aware of what is required for them to access services and within which period. This is as communicated through the institution's service charter. This is in line with the spirit of scholars like (Brennar & Douglas, 1998) who stated that charter principles have much to offer, and in particular the fact that service users have as much information about the service charter as possible, including clear quantifiable standards setting that individual user can reasonably expect.

The data analysis revealed that most people are dissatisfied with time taken to get services because it takes a little longer than stipulated in the service charter. This group of people, the research indicated, was largely unaware of the content of the service charter. It is evident, therefore, that awareness of service charter among the service seekers increases the satisfaction levels of service delivered. A service charter aims at improving the quality of services by publishing standards which users can expect for each service they receive from the provider. The charters entitle users to an explanation (and in some cases compensation) if the standards are not met. If citizens are well informed about their rights as clients of public services and about existing complaint mechanisms to voice grievances, they can exert considerable pressure on service providers to improve their performance. Therefore, the service charter is seen as the means to enhance good governance through ensuring transparency, accountability and responsiveness. It is evident that service delivery system at the NACC is has recorded remarkable improvement since introduction of service charter.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Summary

The main objective of the study was to examine the overall effect of service charter in service delivery at the NACC. For better interpretation improved service delivery was assumed as a dependent variable. Procedural clarity and grievance handling mechanisms were regarded as independent variables respectively. Improved service delivery was measured through timely delivery of service as mentioned in the service charter of NACC and hence the satisfaction of service seekers. Similarly procedural clarity was measured through a) knowledge of service charter and its content b) access to information c) usefulness of information and d) Access to concerned officials: desk staff, complaint officer. In the same way, grievance handling mechanism was measured through lodging the complaint by service seekers and outcome of that complaint.

5.1 Conclusion

The main assumption of this study was that service charters have improved service delivery of the NACC through procedural clarity and grievance redress mechanisms. This assumption was based on literature regarding service charter and its underlying principles. This study therefore sought answers to the above questions by relying on one theoretical foundation on which service charter was based. This is the theory of New Public Management which advocates bringing new culture of treating the service seekers as customer and keeping them at forefront for any public procedure. This theory looks at the service charter as an effective tool for improving the public service delivery. Based on this theoretical concept, this study was built on the premise that the public service delivery can be improved through the means of service charter.

The major objective of this research was to assess the extent to which the introduction of the service charter has improved the delivery of services at NACC. The results of this study suggest that service charter at the NACC has improved service delivery. Specifically, a good percentage of service seekers received services within the stipulated time as mentioned in service charter hence high level of satisfaction with the performance of NACC.

The study points out that some respondents are getting services from NACC as stipulated in its service charter. Another group of respondents are getting services from NACC but taking a little longer time than stipulated time in its service charter. Even though it takes a little longer time, the service seekers generally seem to be satisfied with NACC service delivery. The overall results indicate that respondents are almost unanimous on the usefulness of the NACC service charter and that it has a positive impact on the organization. Service seekers are satisfied with services provided by the NACC.

5.2 Procedural clarity

Service charter makes a service seeker clear about different procedures while seeking services. NACC service charter provides the information regarding the type and nature of service; total time and cost required; information about all the documents that are necessary; name and room number of concerned officials. The assessment reveals that it has been viewed positively by the service seekers who have heard more about service charter and its content. Most of them were satisfied with the service provided by NACC because they were aware about service charter and its content. They had clarity about required documents, fees and other processes. Thus the more the service seekers accessed information, the more evident the procedural clarity and hence easier access to services as per the NACC service

charter. Service seekers went directly to the concerned officials along with all requisites in order to receive the services faster. They were satisfied and thought that services at NACC had greatly improved. For those who had never heard about service charter and did not know anything about its content, they are also not clear about the different processes so they were not satisfied. The usefulness of the information provided in the service charter also became clear with the levels of satisfaction of service seekers. Among the respondents who said that information in service charter was very useful, most of them were satisfied with service provision of NACC because they got the service through due process.

The study also revealed some service seekers are not aware of the existence of the service charter at all. Among those who had heard about service charter a few had absolute knowledge about the contents of the service charter. Others partly knew about the contents of the service charter. This could be attributed to low literacy rate in the country or may be due to less publicity about service charter.

5.3 Grievance handling mechanism

Awareness of grievances is the first step which an organization can take towards introducing correctives in its functioning. NACC service charter clearly indicates the process of lodging complaints for non-delivery of services. This study shows that some of the respondents said they would lodge a complaint for non-delivery of service. It shows that service seekers are still not much concerned about lodging complaints. Even though people got access to complaint handling officers only a few got their service as per what is stipulated in the service charter. The vast majority had to wait longer.

5.4 Recommendations

1. The NACC needs to display more service charters at strategic positions within and outside their offices in order to reach out to more service seekers. This is because this research has demonstrated 23.4 per cent of the respondents were either not informed at all or somewhat informed.
2. NACC should deliberately sensitize their customers on their rights to be served and the timeframes within which a given service should be rendered. This is because the more knowledgeable the service seekers are, the easier it will be for them to access information hence satisfaction with the services offered. This move will assist NACC to manage the expectations of service seekers.
3. NACC should mainstream its grievance handling mechanism by way of sensitizing its service seekers on the need to lodge complaints on non delivery of services. This study has shown that majority of the service seekers do not bother to complain. A framework on grievance handling mechanism will ensure consultation with service seekers.
4. NACC should strengthen its complaints handling mechanism which the research demonstrated that it works well. This is because a majority of the respondents that complained were satisfied with the outcome.

The recommendations will encourage NACC to measure and assess performance. It will also become more transparent in telling the public about the standards they can expect – and how the organization has performed against those standards. The recommendations will further improve performance where promised standards have not been achieved.

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APPENDICES

APPENDIX I

Questionnaire

KENYA SCHOOL OF GOVERNMENT

MASTER OF PUBLIC ADMINISTRATION PROJECT PAPER

Questionnaire for services seekers (customers)

The purpose of this survey is to map the use of service charter by the National Aids Control Council in providing services to citizens and level of awareness about provisions mentioned in it as a tool of citizen empowerment. Information gathered from this survey will be strictly confidential and will exclusively be used for research paper.

Part A: General information (Please tick as appropriate)

1. Gender:

(a) Male (b) Female

2. Education:

(a) Literate (b) Primary level (c) Secondary level (d) Graduate degree or higher

3. Occupational Status:

(a) Unemployed (b) Self-employed (c) Student (d) Employed

Part B: Specific Information

4. How informed are you about Service charters?

(a) Not at all (b) somewhat informed (c) informed (d) very informed

If yes, how did you know about this?

(a) Social gathering (b) Family and friends (c) staff (d) News and print media

5. Do you have proper information about the contents of the service charter of NACC?

(a) Absolutely (b) Partly (c) Not at all (d) Don't know

6. Please mention how useful was the information given with regard to the service that you were looking for?

a) Very useful (b) Somewhat useful (c) Useful (d) Don't know

7. How would you rate the language used in the service charter? Is it easy to read and understand?

a) Very difficult (b) Difficult (c) Neutral (d) Not difficult

8. In your experience, how long does it take to get services from the NACC?

(a) As stipulated in the charter (b) A little longer than the stipulated time

(c) Too long time than the stipulated time (d) Don't know

9. If the service was delivered within the stipulated time, what triggered it?

(a) By due process (b) By personnel access (c) By bribing (d) By using a middle-man

10. If the service was not delivered within the stipulated time, what mattered most?

(a) Incomplete documents (b) The officials said my documents were not valid

(c) I did not approach the relevant agency/department/official (d) Due to bribe

11. How satisfied were you with the time they took in giving the service requested?

a) Very Satisfied (b) Satisfied (c) Dissatisfied (d) Don't know

12. What was your level of satisfaction in accessing information you needed?

(a) Satisfied (b) Very satisfied (c) Dissatisfied (d) Don't know

13. What was your experience in getting access to the concerned officials responsible for service delivery?

	Easily Accessible	Accessible with persuasion	Somewhat accessible	Not at all	Don't Know
To the designated desk Staff	1	2	3	4	5
To the designated complain-officer in case complain-officer in case the responsible desk-staff was not accessible	1	2	3	4	5

14. How did officials treat you?

(a) Very friendly **(b)** friendly **(c)** as a patron-client **(d)** unfriendly

15. How would you rate the services offered by NACC in relation to the different social classes of people?

(a) Discriminative **(b)** Non-discriminative **(c)** Fair **(d)** Don't know

16. Does NACC explain non-delivery of services?

(a) Always **(b)** Rarely **(c)** Not at all **(d)** don't know

17. In general, how will you rate the complaint system at the NACC?

(a) very good **(b)** good **(c)** fair **(d)** poor

18. List one or two things you like about NACC services

.....
.....

19. List one or two things you didn't like about NACC services

.....

APPENDIX II

Introduction letter

NACC Headquarters,

26th August, 2013

NAIROBI.

Dear Sir/Madam,

RE: AGNES LAIKERA – MPA STUDENT REG. C50/70354/2011

This is to confirm that the above named student is duly enrolled for the Master of Public Administration programme and has satisfactorily completed course work. The Master of Public Administration (MPA) program is jointly offered by the Kenya School of Government and the University of Nairobi.

Following her successful defense of the Research Project Proposal entitled, “The Impact of Service Charter on Service Delivery at the National Aids Control Council (NACC)” Ms. Laikera has embarked on the second and final phase of the research project which involves data collection, analysis and report writing. The purpose of this letter, therefore, is to request for your assistance and facilitation to enable her complete this research project in partial fulfillment of a Masters Degree in the aforementioned program.

For clarifications, kindly do not hesitate to contact the undersigned at 0727-497 760 or Email: obuya.bagaka@ksg.ac.ke .

Thanking you in advance.

Sincerely Yours,

Dr. Obuya Bagaka

MPA Coordinator, Kenya School of Government

FOR: Ag. DIRECTOR, KENYA SCHOOL OF GOVERNMENT

APPENDIX III

Research Work Plan (2013)

MONTH	ACTIVITY
April	Project proposal defense and corrections
May	Review of survey instruments
June	Administer questionnaire
July	Data collection, classification and validation
July	Data analysis and interpretation
August	Report writing and binding
September	Report submission
November	Project defense