

**EFFECTIVENESS OF COMMUNICATING USING SERVICE CHARTERS: THE CASE  
OF KENYA FILM CLASSIFICATION BOARD, NAIROBI COUNTY.**

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**K50/75181/2014**

**A RESEARCH PROJECT SUBMITTED TO SCHOOL OF JOURNALISM, AS A  
PARTIAL FULFILMENT OF THE DEGREE OF MASTER OF ARTS IN  
COMMUNICATION STUDIES**

**NOVEMBER 2016**

## **DECLARATION**

I do declare that this research project is my original work and it has not been presented to any other institution for any award and that all the sources that I have used or quoted have been acknowledged by means of references.

Signature\_\_\_\_\_ Date; \_\_\_\_\_

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### **Supervisors' Approval**

This research project has been presented for submission with my approval as university supervisor.

Dr. Joel Ngetich

Signature\_\_\_\_\_ Date\_\_\_\_\_

## **DEDICATION**

I dedicate this study to my admirable parents who introduced me to the world of knowledge and provided me with sound educational footing. I also dedicate the study to my loving spouse, Mr. Peter Korir and my lovely daughter, Hildah Chepkoech for their love, encouragement, and prayers throughout my studies.

## **ACKNOWLEDGEMENTS**

I would like to express my gratitude to God for seeing me through this study. I would also like to extend my warm appreciation to my supervisors Dr. Ngetich for his relentless scholarly assistance and support. His experience and initiative guided me throughout the whole process. Further, I would like to appreciate my classmates for their encouragement.

May God bless you ALL.

## **ABSTRACT**

The basis for the Kenya Film Classification Board's charter was to pass information to the service seekers about their rights and obligations, ensure timely service provision and guides the clients on how to seek redress when aggrieved. However, despite the implementation of the said service charter, evidence indicates that service provision is rated at average. The purpose of this study therefore, was to evaluate the effectiveness of communicating using service charters at the Kenya Film Classification Board. The study sought to assess the clients' level of awareness on service delivery standards stipulated in the Board's service charter; identify the communication channels used to publicise the service charter; establish whether the feedback mechanisms in place are effective and assess the general level of customer satisfaction with services offered by the organisation. Descriptive research design (survey method) was adopted in the study. The sample size of the study was 70 respondents (10 members of staff who were purposively selected and 60 service seekers who were selected conveniently from the Clients' Register). Questionnaires were used to collect data from the service seekers and interviews were conducted to obtain data from the members of staff. Data source triangulation was used to ensure validity and reliability of the findings. The data was then analysed and presented in form of tables, pie and bar charts. The study established that it is not effective to communicate using service charters alone and hence should be complemented by other forms of communication. It emerged from the study that the service charter has not significantly raised clients' awareness on the services offered at Kenya Film Classification Board due to inadequate publicity of the charter in terms of advertisements. The study also found out that the feedback mechanisms provided for by the service charter are ineffective as demonstrated by the low rate of complaints resolution. Subsequently, the study recommends that Kenya Film Classification Board should allocate adequate resources for carrying out a wide publicity of the charter and also devise ways to sensitize the clients and general public on the mandate of the organization, the range of services offered and the charges of the same. A simple and accessible complaints system and regular monitoring of implementation of the charter was also recommended by the study.

## TABLE OF CONTENTS

|   |     |
|---|-----|
| DECLARATION .....                                 | ii  |
| DEDICATION .....                                  | iii |
| ACKNOWLEDGEMENTS .....                            | iv  |
| ABSTRACT.....                                     | v   |
| LIST OF FIGURES .....                             | ix  |
| LIST OF TABLES .....                              | x   |
| OPERATIONAL DEFINITION OF TERMS.....              | xii |
| CHAPTER ONE .....                                 | 2   |
| INTRODUCTION .....                                | 2   |
| 1.0 Overview .....                                | 2   |
| 1.1 Background to the study .....                 | 2   |
| 1.2 Statement of the problem .....                | 5   |
| 1.3 Purpose of the study.....                     | 6   |
| 1.4 Objectives of the study.....                  | 7   |
| 1.5 Research questions.....                       | 7   |
| 1.6 Justification of the Study.....               | 7   |
| 1.7 Scope of the study .....                      | 8   |
| 1.8 Limitation and delimitation of the study..... | 8   |
| CHAPTER TWO .....                                 | 9   |
| LITERATURE REVIEW .....                           | 9   |
| 2.0 Overview .....                                | 9   |
| 2.1 Review of the related literature .....        | 9   |
| 2.2 Theoretical literature review .....           | 16  |
| CHAPTER THREE .....                               | 21  |

|  |    |
|--|----|
| RESEARCH METHODOLOGY .....   | 21 |
| 3.0 Overview .....   | 21 |
| 3.1 Research Approach and Design .....   | 21 |
| 3.2 Target population of study .....   | 22 |
| 3.3 Sample size and sampling procedure .....                                   | 22 |
| 3.4 Data collection techniques .....   | 23 |
| 3.5 Reliability and validity .....   | 24 |
| 3.6 Data analysis and presentation .....                                       | 25 |
| 3.7 Ethical Considerations .....   | 25 |
| CHAPTER FOUR.....  | 27 |
| DATA ANALYSIS, PRESENTATION AND INTERPRETATION .....                           | 27 |
| 4.0 Overview .....   | 27 |
| 4.1 Document analysis .....  | 27 |
| 4.1.1 Overview of the service charter .....                                    | 27 |
| 4.1.2 Language used in the charter .....                                       | 29 |
| 4.1.3 Layout of the service charter .....                                      | 29 |
| 4.3 Demographic characteristics of the respondents .....                       | 31 |
| 4.3.1 Gender.....  | 31 |
| 4.3.2 Age .....  | 32 |
| 4.3.3 Marital status.....  | 33 |
| 4.3.4 Level of education.....  | 35 |
| 4.3 Service seekers’ awareness about existence of KFCB’s service charter ..... | 37 |
| 4.4 Adherence to timeframes in the provision of services .....                 | 39 |
| 4.5 Communication channels used to publicise the service charter .....         | 40 |
| 4.6 Feedback mechanisms in place .....   | 42 |

|   |   |    |
|---|---|----|
| 4.6.1   | Service providers’ opinion on feedback mechanism at KFCB .....                            | 42 |
| 4.6.2   | Whether the client have ever used the feedback channels provided for in the charter ..... | 44 |
| 4.6.3   | Acknowledgement of complaints.....  | 45 |
| 4.6.4   | Outcome of the complaints .....   | 46 |
| 4.6.5   | Timely resolution of complaints .....   | 47 |
| 4.6.6   | Level of satisfaction with the outcome of complaints .....                                | 48 |
| 4.7   | Overall opinions on the effectiveness of service charter in service delivery .....        | 49 |
| CHAPTER FIVE .....  |   | 51 |
| SUMMARY, CONCLUSIONS AND RECOMMENDATIONS .....                  |   | 51 |
| 5.1   | Summary of findings.....  | 51 |
| 5.2   | Conclusions.....  | 53 |
| 5.3   | Recommendations.....  | 54 |
| REFERENCES .....  |   | 55 |
| APPENDICES .....  |   | 59 |
| APPENDIX I: LETTER OF INTRODUCTION.....                         |   | 59 |
| APPENDIX II: QUESTIONNAIRE FOR SERVICE SEEKERS (CUSTOMERS)..... |   | 60 |
| APPENDIX III: INTERVIEW SCHEDULE FOR SERVICE PROVIDERS .....    |   | 64 |
| APPENDIX IV: KFCB SERVICE CHARTER.....                          |   | 65 |
| APPENDIX V: CERTIFICATE OF FIELD WORK .....                     |   | 71 |
| APPENDIX VI: CERTIFICATE OF CORRECTIONS .....                   |   | 72 |
| APPENDIX VII: DECLARATION OF ORIGINALITY .....                  |   | 73 |
| APPENDIX VIII: PLAGIARISM REPORT .....                          |   | 74 |



## LIST OF FIGURES

|   |    |
|---|----|
| Figure 4.1: Gender of the service seekers interviewed.....  | 21 |
| Figure 4.2: Respondents’ religion.....  | 23 |
| Figure 4.3: Level of education of the service seekers interviewed.....                            | 24 |
| Figure 4.4: Service seekers’ knowledge on existence of KFCB’s service charter.....                | 25 |
| Figure 4.5: Familiarity with service standards.....   | 26 |
| Figure 4.6: Service seekers’ knowledge on the complaints handling mechanism.....                  | 28 |
| Figure 4.7: Whether the client has ever lodged a complaint at KFCB.....                           | 29 |
| Figure 4.8: Outcome of the complaints lodged at KFCB.....   | 31 |
| Figure 4.9: Level of satisfaction with the outcome of complaints amongst the service seekers...32 |    |
| Figure 4.10: Effectiveness of service charter.....  | 41 |

## **LIST OF TABLES**

|   |    |
|---|----|
| Table 4.1: Response rate.....   | 20 |
| Table 4.2: Age of the respondents.....  | 22 |
| Table 4.3: Respondents’ marital status.....   | 23 |
| Table 4.4: Respondents’ opinions on whether the charter has enhanced awareness.....                                 | 26 |
| Table 4.5: Respondents’ opinion on timely service provision.....  | 27 |
| Table 4.6: Respondents’ opinion on whether the charter has provided clear mechanism for complaints resolution ..... | 33 |
| Table 4.7: Respondents’ opinion on whether the complaints lodged at KFCB are acknowledged .....                     | 34 |
| Table 4.7: Respondents’ opinion on whether the complaints lodged at KFCB are resolved.....                          | 35 |

## **ABBREVIATIONS AND ACRONYMS**

|      |  |
|------|--|
| CAJ  | COMMISSION ON ADMINISTRATIVE JUSTICE     |
| GOK  | GOVERNMENT OF KENYA                      |
| HOD  | HEAD OF DEPARTMENT                       |
| KFCB | KENYA FILM CLASSIFICATION BOARD          |
| MDA  | MINISTRIES, DEPARTMENT AGENCIES          |
| SPSS | STATISTICAL PACKAGES FOR SOCIAL SCIENCES |
| UK   | UNITED KINGDOM                           |

## **OPERATIONAL DEFINITION OF TERMS**

**Constraint-** This is what limits KFCB's service charter intervention from achieving its potential (or higher level of output) with reference to its goal.

**Complaints handling mechanism** - Refers to the channels that clients can use to express their preferences and hold providers to account. They can also provide feedback to policy-makers on service performance.

**Effectiveness** - The degree to which the service charter is successful in producing its desired results/outcomes.

**Public service** – It refers to a service which is provided by the government to people living within its jurisdiction, either directly (through the public sector) or by financing provision of services.

**Service Charter** – Charter is a document which briefly and clearly states the generic service standards that any customer or user can expect from the organization.

**Service standards** - These are the minimum level of expected services in terms of quality, process, time and cost that the Board commits to deliver to its clients or those that the clients should expect to receive.

**Timeframe** – This the time required to complete the service transaction

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Overview**

The chapter focus on the introduction and background to the research that focuses on the effectiveness of communicating using service charters, a case of Kenya Film Classification Board (KFCB). It also gives a description of the statement of the problem, objectives of the study and the justification, significance together with the restrictions of the study.

#### **1.1 Background to the study**

The public service sector has been accused of poor service delivery and as such, it has been considered as being ineffective, unresponsive and ineffective and frequently aggressive especially to citizens they are intended to work for (Osborne and Plastnik, 1997). This has led to among other instruments, the inception of the service charter which is a public document that stipulates the services a transacting public may look forward to getting from a public office.

The United Kingdom is the first country to implement the concept of service charter as from 1991 intended to be a nationwide course of action with the aim of constantly enlightening the value of community services for the citizens within the country so as the response of the services correspond to the desires of the users. The charter programme was adopted by a wide range of countries because of struggle to act against the escalating demands for liability, transparency, and effectiveness on one hand, and to pressures from the public for more and improved services on the other. (Pearce and Mawson, 2003).

India being amongst the nations that decided to follow the footsteps of UK in crafting and effecting the service charter. The service charter program was initiated in 1996 on a national level where Ministries, Departments, and Agencies (MDAs) were expected to formulate and implement it.

Currently, in India, there are over 820 service charters, the major Ministries being with 108 charters and State & a total of for Union Territories having. The Indian government commissioned an assessment on the implementation of service charter in 2008. The assessment revealed an excellent implementation of service charters as service seekers were satisfied with the services offered within the timeframes stipulated in the charters. The successful implementation of the charters was attributed to the involvement of shareholders in the making of the charters, setting out of the same charters through actively involving the staff especially those at the front-line level, sensitizing about the awareness concerning the charters amidst the affected and exceptional training to staff regardless of the level concerning the whole concept of the service charter and its implementation (Sharma, 2012).

In Bangladesh, the service charter programme was implemented in 2007 so as for the administration to be more responsible, quick to respond, transparent and outgoing. However, despite seven years of it existing, it has not had any considerable impacts on the old administrative service delivery systems still evident in the country. According to Zannatun (2010), the political systems actually have less concern and enthusiasm to support the service charter program thereby significantly weakening the efficiency of the charter. In contrast, the people of the country are entirely ill-informed about the charter program resourcefulness. In this regard, today, the complexity of processes and procedures, low citizens' awareness,

unavailability of resources, contradictory rules and regulations, no proper of training amongst implementers and unwillingness of stakeholder to take part appear to have constrained the effective implementation of service charter in Bangladesh (Zannatun, 2010).

The Service Charter programme was brought to light by the government of Kenya in 2004 so as to improve service delivery in the public sector. Currently, all the government institutions are required to develop and implement service charters which stipulate the tasks they must accomplish within a stipulated time frame. This is cascaded to individual employees within the government agencies (The Republic of Kenya, 2005). However, Okibo (2013) laments that, despite the implementation of the service charter programme in the country, evidence indicate that service provision within the government sector is still rated below average. The above sentiments concur with views by Mangera (2013) who pointed out some factors hindering the effectiveness of service charters in Kenya and they include; lack of stakeholder participation in formulation and implementation of charters, lack of employees' training, lack of publicity of service charters through advertisement, lack of enough and qualified staff and lack of monitoring and evaluation systems.

### **1.1.1 Kenya Film Classification Board**

KFCB is a parastatal under the Ministry of Sports, Culture and the Arts established under the Film and Stage Plays Act, Cap 222 Laws of Kenya with a governing task of ensuring that films that are released to the public are to be in relation to the national goals and culture. In order to achieve this mandate, the Board performs, inter alia, the following specific activities: Examination and classification of all films and posters in the country before they are put on

display, put on exhibition, rented, put on sale or aired to the public via video shows, cinema theatres, video vendors or broadcast stations. The Board issues certificates of approval for classified films and classification catalogues to film distributors and exhibitors. It also inspects and licenses business premises of film distributors and exhibitors in the country.

The Kenya Film Classification Board's citizen service delivery charter was formulated with an objective of defining its stakeholders, customers, services and standards. The Charter aims at creating awareness on the type of services that are provided by the institute, service standards to be observed, period taken in dispensation of the services, tasks and privileges of both users and the parastatal, response mechanisms to users and not restricted to that of only dealing with complaints; and contact data about this body that can be used for different forms of means of communication. After services have been provided to the customer, he will have the ability to measure if KFCB has attained the set standards in the Charter. If he feels the services are not as they are to be, response mechanisms are in place to be able to continually improve on Board's services for increased customer satisfaction.

## **1.2 Statement of the problem**

Communication is an integral part of any organisation. Together the public and private sector need to effectively communicate to their stakeholders. The clients or customers need to be adequately informed on the services the organization offers. Every organisation has a set of communication channels that are used to communicate to its customers and staff. Over the years, the government has used various communications channels and tools to communicate and to get feedback on its policies and strategies both internally and externally. Such channels include circulars, mass media, letters, memos, seminars public meetings, notice boards, suggestion boxes



and in-house publications. The government's main intention in developing service charter was to inform in a clear way to both the service providers and the service consumers of the services available and how to deliver or access them. The service charter communicates to the staff as well as to the clients. It also states the rights of the clients and the directions of lodging a complaint when the clients are dissatisfied by the services that they get from the institution. Despite the implementation of the service charter by Kenya Film Classification Board in the year 2006, current records indicate a rising number of complaints regarding delay in examination and classification of films and issuance of certificate of approval catalogues and licenses to distributors and exhibitors. Other complaints include inefficiency in handling complaints from the film operators that has been registered to the film board. (CAJ Annual Report, 2014)). According to reports by the Commission on Administrative Justice (CAJ), 2012, 2013 and 2014, the number of complaints rose from 2.5% in the year 2012 to 3.0% in the year 2013 and further to 3.1% in the year 2014. Further, clients seem not to either know what direction to take, who seek advice from or who is the assigned officer or staff for the service.

In view of the foregoing, the current case study seeks to evaluate the efficiency of the service charter in informing the public about the services offered at KFCB with a view to identifying prevailing gaps and give recommendations that are geared towards improving Board's public service delivery.

### **1.3 Purpose of the study**

The purpose of this study is to evaluate the effectiveness of communicating using the service charter within the organization and users of its services and suggest measures to improve the service charters in Kenya to communicate better.

#### **1.4 Objectives of the study**

Specifically, the study sought:

- i. To assess the clients' level of awareness on service delivery standards stipulated in the Board's service charter.
- ii. To identify the communication channels used to publicise the service charter.
- iii. To establish whether the feedback mechanisms in place are effective.
- iv. To assess the general level of customer satisfaction

#### **1.5 Research questions**

- i. Are the clients aware of service delivery standards stipulated in the Board's service charter?
- ii. What are the channels of communication used to publicise the service charter?
- iii. Are the feedback mechanisms in place effective?
- iv. What is the level of customer satisfaction?

#### **1.6 Justification of the Study**

All the public institutions in Kenya have a mandate to provide services to its clients promptly. The citizens need to get better services whenever they visit government organization since they pay for the services through tax.

The study was informed by the rising number of complaints lodged by members of the public against KFCB. The members of the public lamented about increasing number of citizens not being attended to at the Board, increased amount of time required to be served by the officials and low level of awareness regarding the service standards outlined in the Board's service charter.

The findings and recommendations suggested will go a long way in improving public service delivery in not only the KFCB but also other public offices. The findings will also provide a yardstick in improving the level of awareness of the organizations mandate and standards of service delivery.

The implementation of suggested recommendations will help lessen the suffering of citizens due their ignorance about their entitlements hence cannot hold the public providers accountable.

The findings will also give critical information to public service policy-makers and stakeholders to help redesign better communication strategies and feedback mechanisms to be employed in the public institution.

### **1.7 Scope of the study**

The study was conducted at the Kenya Film Classification Board headquarters, Nairobi County. The study sought to find out whether service charters are effective in creating awareness to the public. The respondents were selected public officers from KFCB Head Office, Nairobi County and citizens who had come to seek for services at the organisation.

### **1.8 Limitation and delimitation of the study**

The researcher had foreseen the issue of gaining access to government data or conducting interviews with any of the respondents to be a challenge. The researcher wrote a letter to the management asking them to allow the researcher collect data at the organisation and assured them that the data collected would be for academic purposes only. Therefore, the researcher was granted permission to gain access the organisation to conduct interviews with staff and administer questionnaires to the service seekers

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Overview**

The chapter tends to review related literature and establishes the theoretical basis for the study's focus on the effectiveness of communicating using service charter in Kenya Film Classification Board, Nairobi County.

#### **2.1 Review of the related literature**

##### **2.1.1 Role of service charters in communication**

A communication channel is any medium which connects the source to the receiver. Communication channels occur in an almost infinite variety of types, and the communicator is often free to choose from among several channel types for a given situation. Some of the more channels between persons would include verbal, non-verbal, telephone, letter, telegram, newspaper and books. Most government ministries and other state agencies are now communicating with their clients and the general citizenry through the internet. Such ministries and state agencies have their service charter posted on their website. By so doing, it is hoped that communication with their public both internal and external will be improved for the benefit of all. (Wofford,1977).

To fulfil the real underlying purpose, a service charter ought to reflect broadly four types of concerns (Bolagun &mutahaba, 2000). First and foremost is the government's (the employer's) claim for devotion and guarantee by employers to, and in effect application of, its policy. Secondly is the public servant's uproar for political impartiality and unbiased employment environments and practices. The client's wish for fulfilment and continuously enhanced service

provision standards will follow, then the normal citizen's (including tax- payer's) choice for a planning that upholds great moral standards – mainly, honesty, responsibility, transparency and associated values- in ways of public business.

A good charter will address the following concerns as well (singh,2001): clearness in defining of eligibility; Access to the production of service; Appropriateness in delivery procedure ( and accommodation of “one- stop” arrangement); suitability of lay on facilities and service delivery boundaries; good manners of service delivery representatives; liability of activities; setting up for error reporting and modification; sufficiency, dependability and clarity of any form of information; offer of option; cost effectiveness/economy of operations/value for money; transparency of actions. Communication is more than merely imparting meaning; it cannot be said to have succeeded until the message has been understood. Argenti (2003) says thus: “an idea, no matter how great, is useless until it is transmitted and understood by others.”

A service charter, however, occupies a special position, in that it serves the dual purpose of communicating both internally and externally. As a tool of communication, a service charter tells the service provider what the organization has committed itself to doing for the service user (customer), at the same time, it states clearly to the customer or service seeker (external publics) what services they should expect from the organization, in what manner, and within what timeframes they will be delivered. As a communication tool between the organization and its customers, the service charter serves to tell the customers that: they shall be treated with courtesy and consideration. Communication cannot occur where there is no source of origin of the message. Neither can it ever take place without the presence of sufficient encoding process to organise the message into a transmission channel (Wafford, 1977).

Where the encoding process is defective or perhaps uses an incorrect language, serious distortion or total breakdown in communication is likely to occur. The purpose of the service charter is to communicate with customers and employees. The message contained in the charter may have two sides. There is message as seen by the source – encoder and the message as seen by the receiver- decoder. The selection and interpretation of the messages may differ dramatically because of differences in psychology and situation for the persons who are serving as transmitter and the receiver. In part, such differences can be explained as encoding –decoding failures. A person does not respond to stimuli in his or her environment, but rather selects certain things and ignores others.

Perception and perceptual mechanisms also influences the way in which people encode and decode message. Berlo (1960: 175) states that ‘meanings are in people.’ When the source person selects a specific message for encoding and transmission, he or she has a specific meaning in mind. The symbols used to encode the message as a signal also have specific meanings, to the source person. To the person who is the decoder (receiver), however, the meaning assigned to the message and symbols may be quite a different one. The difference in perception between sender and receiver may result in different interpretations of messages contained in the service charter. As a result, it is likely that members of the public may have different expectations based on their interpretations of meanings of messages in the service charter.

### **2.1.2 Role of service charters in the effective and efficient provision of services to the citizens**

Effective service charters characteristically have common key characteristics, comprising clear and modest language; genuine and quantifiable performance standards; a devoted grievance

reimbursement mechanism; and an operative public relations strategy so as to elevate users' knowledge concerning the charter. The service charters possess the prosperity of not fostering greater public contentment with a government's effort, but again to ameliorate corruption-linked risks and give benchmarks that shareholders can use against monitoring government's effectiveness in the jurisdiction of service delivery. With governments, service charters are an essential way to polish up service delivery procedures, keep track of effectiveness, and advance the general performance. They raise organizational efficiency and performance through making a public obligation to stick to quantifiable service delivery standards. The charters again create a channel for either internal or external actors to accurately monitor service delivery routine. Additionally, they create a precise expert and client-responsive setting for service delivery (Ghuman, 2011 & Mehta, 2007 & Ngowi, 2013).

Service Charters are perceived as measures for promoting accountability since they provide people with a precise perception of service delivery standards, as well as timetables, user fees for services, and selections for complaint reimbursement (Post and Agarwal, 2008). The service charter speaks clearly the obligation of government organizations towards its citizens via clearly stated yardsticks (Ghuman 2011).

Service Charter gives a chance for culture change from concentrating on red-tapism to customer prioritization and creating alertness and adds ways for the public to claim worth in civic goods and services delivery (Ngowi, 2013) & Montalvo, 2009).

### **2.1.3 The nature of complaints related to service delivery by citizens**

The Commission on Administrative Justice (Constitutional Office mandated to receive and resolve public grievances) defines public grievances as a reaction of unsatisfactory by members

of the public concerning an action, lack of any response or concerning the standard of a service, whether it was done or either the service given by the public entity or either a person/body representing the public institution. A complaint is defined by the Australian ombudsman (2006) a manifestation of discontent made to an institution concerning its products or services or even the how complaints are handled, whereby a response or resolution is obviously anticipated. Complaints are an essential way for the management of any type of organization to be responsible to the general public together with providing valued prompts to go through the overall performance and the behaviour of the any official that is an employee within.

Maladministration is one of the greatest obstacles to the realization of quality public service. The nature of complaints against staff or the institution regarding maladministration includes undue delay, inaction, discourtesy, abuse of power and unresponsiveness in public offices (CAJ, 2011).

According to the Annual Report by the Office of the Ombudsman (2014), citizens lodged a total of 86,905 complaints in 2014, 18,257 in 2013 and 4,062 in 2012. The nature of complaints that were prominent in 2014 were unresponsiveness by public officials (19.91%), delay in service delivery (19.08%), unfair treatment (13.58%), abuse of power by public officials (11.54%), and administrative injustice at (7.21%).

A complaint may be lodged by an aggrieved person or by a person acting on their behalf or by any other person authorized by law. Complaints may also be instituted by the Corporation/Commission on its own initiative or by an anonymous person. A complaint may be received in writing-letter, email etc. - telephone or referrals from other agencies. CAJ Annual Report, 2014)



#### **2.1.4 The effectiveness of the complaints handling systems**

Service Charters make available a mechanism for clients to give complains if the services given are below expectations. These mechanisms provide room for corrections in terms of service recovery. According to World Vision (2011), quality service delivery should include an easily accessible and transparent complaint handling mechanism to which customers can have recourse in case they are dissatisfied with the services received. An effective grievance should have the following six elements namely: established channels through which users can log grievances; assignment of grievance redress duties within the institution outlining internal procedures in the grievance process; defined timelines for grievance redress; and clearly defined steps where there is a violation. The grievance redress processes should also have an inbuilt monitoring and assessment mechanism to keep watch of the trends in grievance data. Feedback apparatus designed in the form of recommendations, praises and criticisms gives a continuous room for improving services.

Andhra Pradesh (2004) argued in his Report on Citizen's Charters Evaluation, audit of outcome is critical after putting into action practice of the Charter. Sophisticated systems for lodging grievances or minimal access to the affected party for redress of his/her grievances hinder the aim and the essence of the Charter.

#### **2.1.5 Challenges facing the implementation of service charters**

Sabatier and Mazmanian (1999) argued that the need for adequate resources (money, staff, specified facilities and time) is important in the execution of any form of programme. The above concurs with the report by Hewlett & Ramesh (2003), who in his opinion viewed that for a policy to be effective during implementation then; "Funding must be allocated, personnel assigned, and

rules and procedures developed.” According to Grindle & Thomas (1999) failure by the Department to access the expected funds for publicizing the service charter, to plan for training, reminder and orientation courses together various other linked activities, then the programme may be impacted seriously.

Experienced and capable staff is again being among the main prerequisites for fruitful implementation of any policy or programmes (Hill, 2003). As mentioned prior, the service charter has an aim of bringing a number of changes in the current system, hence, those implementing it must have sufficient skills and resources. Proper training, refresher courses and orientation programmes for employees are indispensable conditions for successful implementation of the service charter. Training can bring up to date expertise and reasoning of an employee in return maximise on capacity building. When the organization has an adequate capacity, the more they have the chances of effective implementation.

Mazmanian & Sabatier (1999) argued that with no information concerning service charter, people may not have their views and thus not provide assistance for it. Public involvement and support simply will really on the how much awareness the masses have concerning the new ideas. With higher awareness ideas will be shaped nicely to either be in favour or reject the programme. Besides, if the content in a programme is beyond normal understanding the chances at which citizens will understand it.

According to Van Meter & Van Horn (1995), how those implementing the programme understand the overall intent the programme is crucial at some point. He may have the knowledge of what is entailed in the programme but has no knowledge in executing the tasks that

are assigned to him due to paucity of information concerning causal theories within the policy. With no proper cognition, policies can be easily comprehended via lenses by implementers.

## **2.2 Theoretical literature review**

### **2.2.1 Policy Implementation Theories**

Policy implementation entails every action by both public and private sectors or even groups that are aimed at accomplishing objectives set in policy decisions (Paudel, 2009). Policy implementation is concerned with struggles to transform policy decisions into operational terms and continuing efforts to achieve the policy changes or objectives and how governments and public bodies put the policy objectives into effect. Literature on policy implementation suggests four prerequisites for effective policy implementation i.e. noticeably identified roles and aims that precisely reflect the intention of policy, a plan by the management that assigns tasks and to sub-units, an objective way of evaluating effectiveness (Paudel, 2006).

Two opposing approaches have emerged in relation to policy implementation: the top-down and the bottom-up approaches. The top-down approach conceptualizes implementation as the hierarchical execution of centrally-defined policy intentions. This theory comes from the notion that policy implementation begins by making of a decision by the government. They place more emphasis on how objectives can be designed and controlling of implementation. Pressman & Wildavsky are recognized as the founders of policy implementation studies and advocates of the top-down approach (Hill & Hupe 2009).

On the other hand, bottom-up approach started as a critical reaction to the top-down approach. It nullifies the thought that policies are founded at the top and that implementers are to adhere to

them. (Hill & Hupe 2009) credit Michael Lipsky as the father of the bottom-up approach, Lipsky posits that “the decisions of street level bureaucrats, the routines they establish and the devices they invent to cope with the uncertainties and work pressures, effectively become the public policies they carry out”. The bottom-up approach therefore stress that implementation entails the “daily problem-solving techniques of street-level bureaucrats” since they are seen as the major actors in delivering policy.

A third strand is the hybrid approach that has strained to overwhelm the conceptual faults of the differentiated argument between the other two approaches. It sensitizes on the effective conceptualization of the implementation procedures and realistically fusions the great arguments of either sides into models that uphold both central steering and local autonomy.

This study was carried out on the premise that the hybrid approach is a more realistic reflection of the policy implementation process in practice.

### **2.2.2 Systems Theory Approach**

It views organizations as open social systems that have to relate adjacent with their environments for them to survive (Katz & Khan, 1966).

Katz and Kahn adapted General Systems Theory to organizational behavior. This theory views organizational as systems which receives feedback inform of information and process it and in turn give this information helps organizations improve their services.

This is successful if there are proper Systems in place. The systems receive information in form of (input) from the environment that is the external entities such as clients, customers or the general public. The organization then processes the information internally, and release feedback

to the clients inform of improved services and goods. It is important for such a cycle to be maintained as it creates equilibrium between the organization and its clients. The systems approach seeks to attain long term goals rather than short term goals.

According to systems theory, no organization is considered as closed organization since they must interact with the clients or customers. Therefore, they are either considered closed or open systems.

Operational systems are described by a stable state that systems theorist's term as so as to "evade the static implications of stability and to clearly bring out the vibrant, procession, upholding properties of essentially uneven systems." In case an organization has the ability to maintain homeostasis, then it will be termed as effective. Pfeffer & Salancik defined effectiveness as "how well an organization is meeting the demands of the various groups and organizations that are concerned with its activities."

The most robust organizations, as per the systems theory, acclimatize to their clients. Environments vary from "fixed" to "energetic". The fixed environments are comparatively stable and do not contain excessive disparity, whereas energetic environments are usually in a constant state of fluidity. Because environments cannot be completely fixed or constantly shifting, organizations will definitely have fluctuating levels of static environments.

Organizations which are located in lively environments have to be open so as to maintain a balance. Since lively environments are gradually on the change, they create a lot of doubt about what an organization must carry out so as to survive and grow. It is of great importance to always find ways of dealing with information or feedback coming in from the environments.

This theory views negative feedback as the most important feedback this informs the organization that things are not working right and therefore they need to identify the cause of the problems and find solutions to the problems as first as possible. The compliments that the organization gets shows that the organization is providing the service to clients as required or at its best and someone is recognizing their good work and therefore should continue and increase the activities they are doing problem; positive input tells the organization that it is doing something right and that it should continue or increase that activity.

### 2.3 Conceptual Framework

This section is to assess the research variables so as to check if there are noteworthy connections amid the independent variables and the dependent variable. It again emphasizes on the determinant variables noted in the study, which would then be linked with the efficiency of communicating using service charters.

#### Independent variables

- Clients' awareness on their expectations
- Effective feedback mechanism
- Timely service provision

#### Dependent variable

Clients' satisfaction

- Adequate resources
- capacity of staff
- clear communication channels

#### Intervening Variables

**Source: Researcher, 2016**

Improved public service delivery is measured by the level of clients' satisfaction. It is dependent on the timeliness in service delivery, clients' level of awareness about their entitlements and effective feedback mechanism in place. This relationship may occur if adequate resources are available, sufficient capacity of staff and clear communication channels in place.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Overview**

This chapter outlines the research methodology that was used in the study for achievement of desired objectives. It details the techniques which were used to carry out the research. The chapter gives details on the design and approach that was adopted in carrying out the research. It focuses on the target population, sample size and sampling procedure that was used in picking desired sample and techniques that were used in data collection and analysis.

#### **3.1 Research Approach and Design**

The study used both quantitative and qualitative methods to fully understand the nature of research problem. The study applied descriptive research design (survey method) to achieve the objectives and answer the research questions. The design obtains information at a specific point in time with the intent of recounting the environment of the prevailing conditions, categorizing the standards to which existing conditions can be evaluated against and the relationship be determined (Orodho, 2005).

This type of research design reports things the way they are and attempt to describe such things as possible behaviour, attitudes, values and characteristics. This research design is also suitable because it is concerned with describing the character of an individual or group of individuals (Kothari 2005)



The researcher conducted interviews with selected public officers from Kenya Film Classification Board Head Office in Nairobi County and administered questionnaires to citizens who were seeking services at KFCB.

Facts' relating to service charter and its impact on service delivery was obtained from already published and printed text books, journals and government reports.

### **3.2 Target population of study**

According to Mugenda and Mugenda (1999), a target population is that which one intends to simplify the outcomes of the study. Target population is a world-wide set of any study of all associates of real group of individuals, happenings, or items to which a researcher intends to generalize the results.

A population is a whole group of people, occurrences or objects possessing a common feature that fit in to any given specification (Mugenda & Mugenda, 2003). The target population for this study will include employees of Kenya Film Classification Board, Nairobi County as well as service seekers.

### **3.3 Sample size and sampling procedure**

A sample is a fraction of the target population that is symbolic of the entire population from which it is obtained so as to generalize the research findings (Orodho 2003). The benefit of sampling is that it is hard to keep watch of the whole population.

The study adopted convenience sampling method to pick service seekers to complete the questionnaires. The method was used due to clients' convenient accessibility and proximity to the researcher. Purposive sampling method was used to select members of staff from KFCB

including Managers, HODs and other officers. The major reason behind this kind of sampling is the need to reach all targeted respondents quickly.

Ten (10) members of staff Kenya Film Classification Board were purposively selected to take part in the study. The names of the clients to participate in the study were selected from the records at the organization; the researcher picked 60 names of clients from the records.

### **3.4 Data collection techniques**

According to Wellington (2002) a researcher must use techniques which provide high precision, and descriptive power with minimum management demand.

Data was obtained using two instruments namely questionnaire and interview schedule. All these instruments supplemented each other to close the gap which would have been left if one of the instruments was used. The researcher was guided by research objectives when constructing these instruments.

#### **3.4.1 Questionnaires**

According to Chandran (2003), questionnaires give a high degree of data regulation and taking on of generalized information within any population. They become important in a descriptive study whereby there tends to be a need to quickly and easily obtain information from people in a non-threatening manner.

Questionnaires were the main instruments for data collection in this study (see appendix ii). It was used to collect data from the clients who seek services from Kenya film classification board. The questionnaire was divided into two sections. Section A seeks to capture the respondents'

background information while section B seeks information on service charter. The questionnaire was developed to address specific objectives.

### **3.4.2 Interview schedule**

The researcher chose interview technique because it gives an opportunity for in-depth-data, ensuring high response rates and it encourages naturalness (Nkapa, 1997) thus, ensuring that more information is obtained. The researcher used interviews to obtain information from the service providers.

### **3.5 Reliability and validity**

Harper (2002) states that for any questionnaire to have useful outcome, it must contain validity and reliability. Reliability is the capability of the tool to bring the same answer after recurrent administration.

With of validity of questionnaires, Gray (2009) states that “this can be affected by the wording of the question it contains, and that even if individual questions are valid, poor sequencing of questions or a confusing organization or design of a questionnaire can all threaten its validity, and thus the validity of the entire study”. According to Mugenda & Mugenda (1999) validity is stated as the precision and significance of inferences, which are founded on the research outcome. Validity therefore is related to how accurately the information gained from the study denotes the variables of the study. For this study, validity refers to the content validity.

According to Mugenda & Mugenda (1999), content validity is said to be a measure of the gradation to which data obtained from a specific instrument represents a precise content of a concept.

### **3.6 Data analysis and presentation**

Data analysis procedure will involve the process of packaging the gathered information, placing it in order and writing it in components especially in a way that results are easily and effectively be communicated (Gay, 2008).

Data analysis is done through editing and coding with the goal of emphasizing important information, giving conclusions, and backing up interpretations.

Qualitative data was organized into meaningful notes and presented in as a narration under sub headings.

### **3.7 Ethical Considerations**

Sommer and Sommer (2007) stress that ethical concerns like as privacy, secrecy and averting of dishonesty are key issues in social research. The researcher wrote a letter (see appendix i) and attached it the questionnaires to assure them that the research will only be for academic purposes.

The researcher obtained Certificate of Field Work (see appendix v) after successfully defending the proposal. This gave the researcher a go ahead to collect data. Participant's voluntary participated in the research they acted on informed consent.

After appearing before a panel of scholars for defence the researcher was asked to make few corrections which was effected and later issued with Certificate of Corrections. (see appendix vi)

The researcher was further issued with Declaration of Originality Form (see appendix vii) after plagiarism assessment was done and issued with results (see appendix viii) and the results indicated 11%.

## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

#### **4.0 Overview**

The chapter deals with the analysis, presentation and interpretation of the collected data aimed at evaluating the effectiveness of communicating using service charter in Kenya Film Classification Board. The analysis was done based on the objectives of the study which included; to assess the clients' level of awareness on service delivery standards stipulated in the Board's service charter; to identify the communication channels used to publicise the service charter; to establish whether the feedback mechanisms in place are effective and to assess the general level of customer satisfaction.

#### **4.1 Document analysis**

This entails analysis of the service charter.

##### **4.1.1 Overview of the service charter**

Communication has been defined as a process in which meaning is shared. It offers the meaning of creating and implementing behavioural changes both within and outside an organization (Asif and Sergeant, 2000). Communication is a transactional process between two or more parties in which meaning is exchanged through.

KFCB is a Parastatal under the Ministry of Sports, Culture and the Arts established under the Film and Stage Plays Act, Cap 222 Laws of Kenya with a regulatory function to ensure that films screened to the public are in line with the national aspirations and culture. In order to achieve this mandate, the Board performs, inter alia, the following specific activities: Examination and classification of all films and posters in the country before they are displayed, exhibited, hired,

sold or broadcasted to the public by video shows, cinema theatres, video vendors or broadcast stations. The Board issues certificates of approval for classified films and classification catalogues to film distributors and exhibitors. It also inspects and licenses business premises of film distributors and exhibitors in the country.

The Kenya Film Classification Board's citizen service delivery charter was formulated with an objective of defining its stakeholders, customers, services and standards. The Charter aims at creating awareness on the type of services provided by the institution, services standards to be followed to, period for processing and providing services, obligations, tasks and rights of either clients and institution, response mechanisms to customers comprising of but not restricted to a system of handling grievances; and contact information concerning the institution that can be used by clients for different forms of communication. After services are given, the customer has the ability to gauge if KFCB has adhered to the standards as stated in the Charter. If the not, response and redress mechanisms are in place to continually increase on Board's services for increased customer satisfaction.

The service charter clearly states that there is a redress mechanism at the board and encourages the members of the public and stakeholders to make genuine suggestions, compliment and also to file complaints in case they are aggrieved. The complaints are ideally supposed to be handled by the complaints committee within fifteen working days.

#### **4.1.2 Language used in the charter**

Conversant language is one which the readers easily apprehend since they are used to. An essential role of language is to come up with a bond with the reader. By using language that is familiar to the reader, the message is likely to have more impact.

The language used in the charter is simple and easy to comprehend. Bearing in mind that the clients to the organization are from diverse socio economic status, culture and education background the document was also written in two languages. There are two versions (English and Kiswahili) of the charter on the website. Those clients and members of the public who cannot read and understand English are not disadvantaged because they can be guided by the Kiswahili version of the charter, which is also written in a simple language that is easy to comprehend irrespective of the clients' academic qualification. The intention of the service charter is to create awareness about the services offered by the organisation and it achieves this goal since it carries well-organized ideas expressed in complete and coherent sentences.

#### **4.1.3 Layout of the service charter**

Layout refers to the way information is displayed. It determines which points are emphasized on the document and which ones are not and whether the document is aesthetically pleasing or not.

The font used in the document is not only very small but also not appealing to the eye and this makes the reader struggle to read. The document has a lot of literature which were occasioned by repetition. Specific activities that are carried out at the board are listed under mandate. Similarly, the same specific activities are captured under specific objectives and hence the repetition. This may create boredom amongst the readers.



It is always important to have important information on the first pages of any document to make sure that even those with limited time and only want to go through the document in a hurry can grasp the important information. From the service charter it is clear that the service delivery standards are not given the importance it deserves because it is on the second last pages of the charter. This could be one of the contributing factors that most clients are not aware of the service delivery standards at the board. The second last page of the charter contains customer responsibilities and redress mechanism. This information is of importance to all clients, to be served efficiently, the client should be well versed with the clients' responsibilities.

The service charter is poorly designed as it contains so many graphics. The charter appears crowded and hence not appealing to the eye. This can be a contributing factor for low readability of the document hence the low awareness on the service delivery standards amongst the service seekers. The visuals such as the film posters are not important on informing the public on the mandate and the service standard provided for by the board.

#### **4.2 Response Rate**

This response rate was considered sufficient for the purpose of the study. According to Mugenda and Mugenda (2003), a 50% response rate is adequate, 60% good and above 70% rated very well.

The study targeted a sample size of 70 respondents (60 service seekers and 10 members of staff). All the 60 respondents (service seekers) completed the questionnaires and returned to the researcher, 10 other respondents (service providers) were successfully interviewed by the researcher. This represents 100% response rate as shown in table 4.1 below.

**Table 4.1: Response rate**

| <b>Category of respondent</b> | <b>Questionnaire issued/interviewed</b> | <b>Questionnaire returned/interviewed</b> | <b>Percentage Distribution</b> |
|-------------------------------|---|---|--------------------------------|
| Staff                         | 10                                      | 10  | 100                            |
| Customers                     | 60                                      | 60  | 100                            |
| <b>Total</b>                  | <b>70</b>                               | <b>70</b>                                 | <b>100</b>                     |

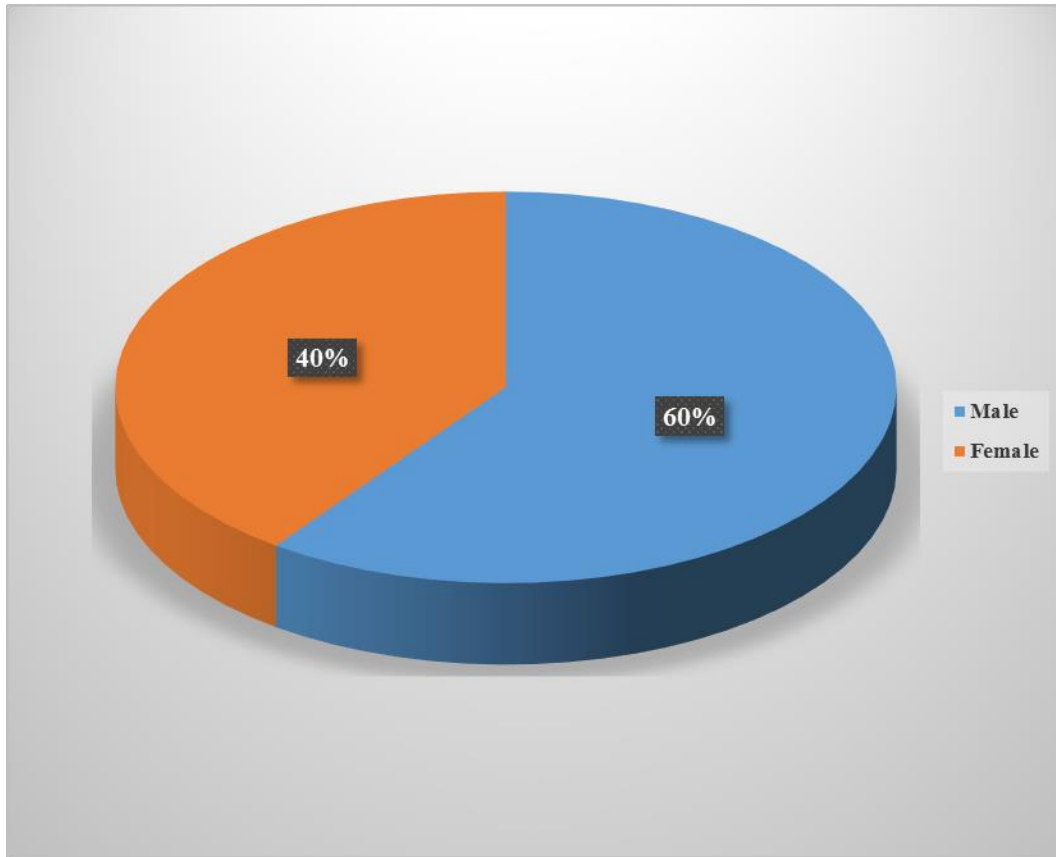
**Source: Field survey 2016**

### **4.3 Demographic characteristics of the respondents**

In social sciences research characteristics of respondents have very significant role to play in expressing and giving the responses about the problem, keeping this in mind, in this study a set of personal characteristics namely gender, age, religion, marital status and education of the respondents have been examined and presented here under.

#### **4.3.1 Gender**

Gender is the state of being either male or female. The researcher sought to find out the gender of the respondents and the findings are shown in Figure 4.1 below. Sixty percent (60%) of the service seekers interviewed were male while 40% of the respondents were female. This implies that film industry is dominated by males.



**Source: Field survey 2016**

#### **4.3.2 Age**

Age of the respondents is one of the most important characteristics in understanding their views about the particular problems; by and large age indicates level of maturity of individuals. Table 4.2 below illustrate the age of respondents

**Table 4.2: Age of the respondents**

| <b>Age</b>   | <b>Frequency</b> | <b>Percent</b> | <b>Percentage<br/>Distribution</b> |
|--------------|------------------|----------------|------------------------------------|
| 18-24        | 19               | 31             | 31                                 |
| 25-29        | 10               | 17             | 48                                 |
| 30-34        | 9                | 15             | 63                                 |
| 35-39        | 7                | 11             | 74                                 |
| 40-44        | 6                | 10             | 84                                 |
| 45-49        | 5                | 8              | 92                                 |
| 50 and above | 5                | 8              | 100                                |
| <b>Total</b> | <b>60</b>        | <b>100</b>     |                                    |

**Source: Field survey 2016**

The study revealed that 31% of the respondents interviewed aged between 18-24 years, 17% were between 25-29 years, 15% were between 30-34 years, 11% were between 35-39 years, 10% were between 40-44 years, 8% were between 45-49 years while another 8% aged 50 years and above as shown in Table 4.2 above. This suggests that the film industry is dominated by youth.

### **4.3.3 Marital status**

The respondents were asked to indicate their marital status. Marriage is one of the most important social institutions. The perceptions and attitudes of the person can also differ by the marital status of the persons because the marriage might make a person more responsible and

mature in understanding and giving the responses to the questions asked and their responses are depicted in the table below.

**Table 4.3 Marital status of the service seekers**

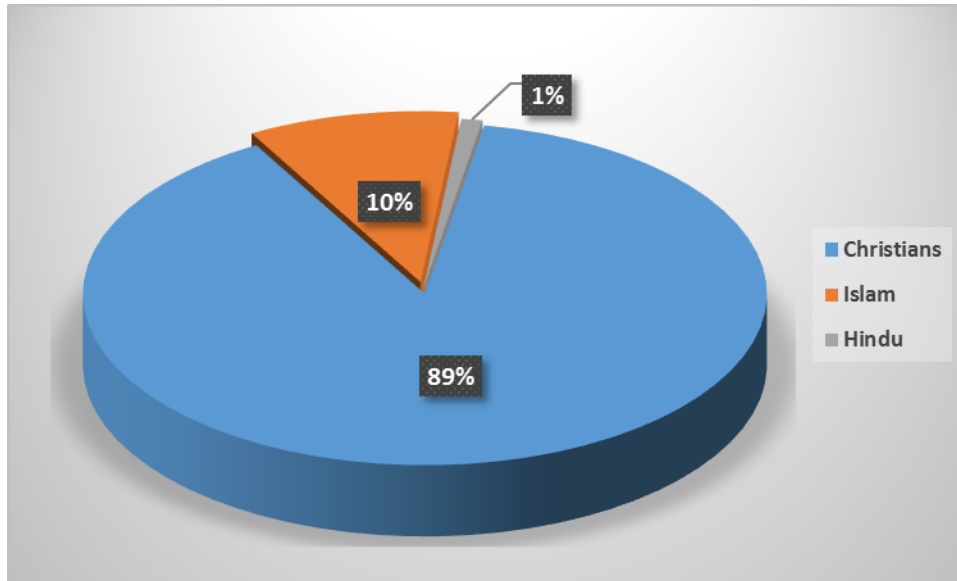
| <b>Status</b>      | <b>Frequency</b> | <b>Percent</b> | <b>Percentage Distribution</b> |
|--------------------|------------------|----------------|--------------------------------|
| Married            | 32               | 54             | 54                             |
| Single             | 23               | 39             | 93                             |
| Separated/divorced | 3                | 4              | 97                             |
| Widow/widower      | 2                | 3              | 100                            |
| Total              | 60               | 100            |                                |

**Source: Field survey 2016**

An average number (54%) of the respondents were married, 39% were single, 4% were separated /divorced and 3% were widows/widowers as shown in Table 4.3 above. This implies that most of the respondents were relatively mature and could articulate issues relevant to the study.

#### 4.3.4 Religion

**Figure 4.2: Religion of the service seekers**



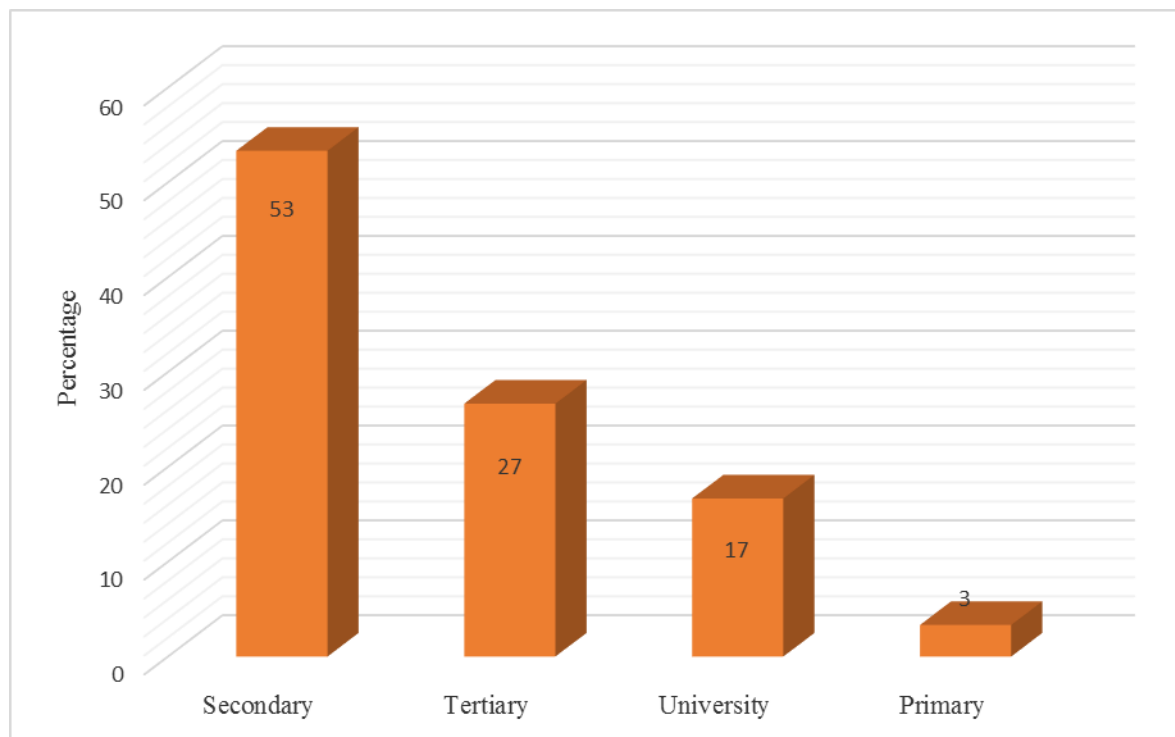
**Source: Field survey 2016**

Majorities (89%) of the respondents interviewed were Christians, 10% were Muslims and only 1% was Hindu as shown in Figure 4.2 above. This implies that most of the film operators are Christians.

#### 4.3.4 Level of education

Education is amongst the most essential traits that may have an impact on one's attitude and to how he perceives a certain phenomenon. How one responds can be determined by his level of education therefore having knowledge of respondent's educational background is vital. Therefore, the respondents' level of education was assessed and the outcome was as shown in Figures 4.3 below.

**Figure 4.3: Level of education of the service seekers interviewed**

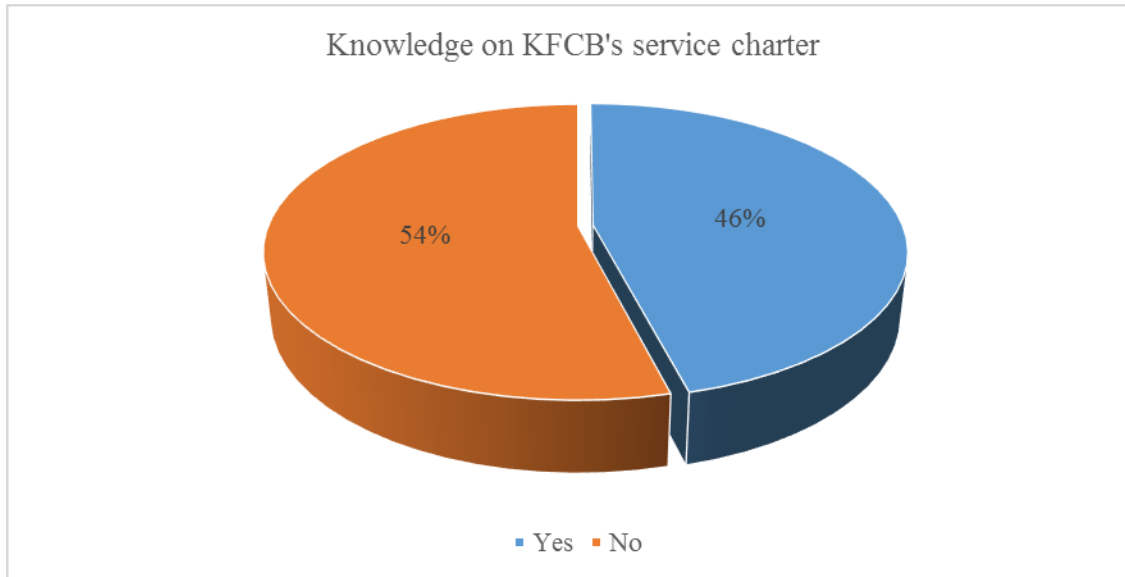


**Source: Field survey 2016**

Among the service seekers interviewed, 53% had attained secondary school level of education, 27% had tertiary level of education, and 17% had attained university level of education while the remaining 3% had only attained the basic level of education as shown in Figure 4.3 above. This means that most of the service seekers were educated and hence are able to read and understand the contents of a service charter and they are also able to read and understand the questions and that are in the questionnaire administered by the researcher and therefore express their views through filling the questionnaire appropriately.

### 4.3 Service seekers' awareness about existence of KFCB's service charter

Figure 4.4



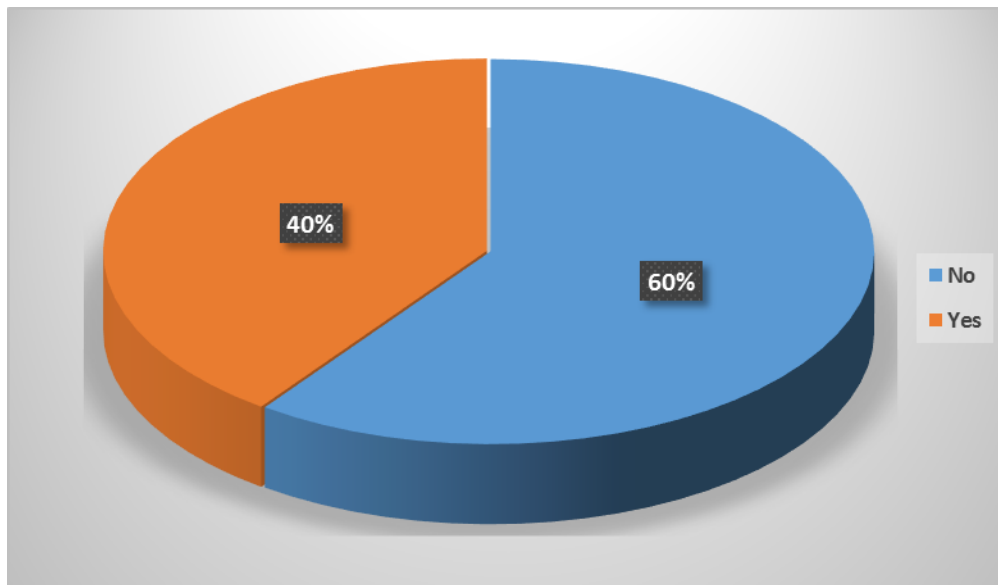
Source: Field survey 2016

The service seekers were asked whether they were aware of KFCB's service charter. Fifty-four percent (54%) of the respondents were not aware of the charter while 46% were aware as shown in the Figure 4.4 above. This reflects the existence of relatively high information and knowledge gap in the client's side. All the respondents who were aware of the charter indicated that they learnt about the existence of the charter through the Board's Website.

Out of the service seekers who were aware of the charter, 60% were not familiar with the service standards while 40% were aware as illustrated in Figure 4.4 below. Majority of the respondents who were not familiar with the standards cited lack of visibility of the charter since it is not displayed anywhere at the service delivery points of the Board.



**Figure 4.5: Familiarity with service standards**



**Source: Field survey 2016**

Further, the respondents were asked whether they agree with the statement that the charter has enhanced awareness about their expectations and obligations. Fifty-eight percent (58%) disagreed with the statement, 17% agreed while 15% were neutral as shown in Table 4.4 below. The finding indicates that the service seekers' level of awareness on their expectations and obligations is low and therefore, they cannot hold the service providers into account.

**Table 4.4: Level of awareness on their expectations**

| <b>Level of agreement</b> | <b>Frequency</b> | <b>Percent</b> | <b>Percentage Distribution</b> |
|---------------------------|------------------|----------------|--------------------------------|
| Agree                     | 16               | 27             | 27                             |
| Neutral                   | 9                | 15             | 42                             |
| Disagree                  | 35               | 58             | 100                            |
| Total                     | 60               | 100            |                                |

**Source: Field survey 2016**

On the other hand, all the members of staff interviewed confirmed that the service charter has not enhanced awareness on the expectations and obligations, because they do not refer to it when rendering services to the clients. The clients too do not know the standards that are in the service charter because they frequently visit or call the office to inquire on issues that are in the service charter. This clearly shows that the clients are not aware of the contents of the service charter.

#### **4.4 Adherence to timeframes in the provision of services**

The study sought opinions from the service seekers whether the service charter has enhanced timely provision of services at the Board. The findings are illustrated in Table 4.5 below.

**Table 4.5 Respondents’ opinion on timely service provision**

| <b>Level of agreement</b> | <b>Frequency</b> | <b>Percent</b> | <b>Percentage Distribution</b> |
|---------------------------|------------------|----------------|--------------------------------|
| Agree                     | 18               | 30             | 30                             |
| Neutral                   | 18               | 30             | 60                             |
| Disagree                  | 24               | 40             | 100                            |
| <b>Total</b>              | <b>60</b>        | <b>100</b>     |                                |

**Source: Field survey 2016**

Forty percent (40%) of the respondents disagreed with the statement that the charter has enhanced timely service provision at the Board, 30% agreed while another 30% were neutral as depicted in Table 4.5 above. This implies that the service providers are not adhering to the service standards (timeframes) stipulated in the service charter.

#### **4.5 Communication channels used to publicise the service charter**

Charter visibility towards the public is essential to its effectiveness the same way it enables the citizens to have a picture of expectations and wants together with providing suggestions in form of the Charter framework.

It is evident from the study that the Board’s service charter has not been well publicized as 6 out of the 10 staff interviewed disagreed to the statement that the Board’s charter has been adequately publicized. This resonates with the earlier findings where majority of the service seekers indicated that they were not aware of the existence of KFCB’s charter. Three of the remaining 4 staff agreed with the statement while one was neutral; the respondent said that s/he could not tell whether the service charter has been publicized enough for people to know about

its existence and to adequately understand its contents. This implies that the service charter has not been adequately publicized.

Fifty-five percent (55%) of the service seekers interviewed indicated that they know about the existence of service charter and all of them indicated that they learnt about its existence through the Board's Website. Most of them were referred by KFCB staff visit the website to learn more from the service charter. The remaining 45% of the service seekers interviewed were not aware of the existence of the charter and have never seen or heard it being publicized in any channel they also do not know its contents.

#### **4.5.1 Availability of resources**

For a charter to be effective, organizations should provide the required resources to be used to implement the standards that are in the charter and publicise it. This includes: funds, human resources and tools to be used to carry out the everyday tasks of providing services to the public. According to the staff interviewed, most of them cited lack of adequate resource to publicise the charter and for that reason, it can only be accessed from the website. Despite scarcity of resources, the members of staff interviewed indicated that sometimes copies of the charter are made and distributed to clients who visit the organisation. They further added that they have made attempts to ask the management to get a charter to be hanged at the reception for adequate visibility but that has not happened though they are still pushing for that to be implemented.

The members of staff emphasised the need for increasing allocation of funds for publicising the charter considering the role that the charter plays in informing the clients about services that are

offered in the organisation, the cost of the services and how long it will take for the services to be offered.

#### **4.6 Feedback mechanisms in place**

An effective feedback mechanism is an integral part of the provision of quality customer service. It is one method of measuring customer satisfaction as well as source of information for improving the Board's services. A service charter, therefore, should provide a clear mechanism for citizens to give their feedback on how they feel the services were offered to them. The study, therefore, sought opinions from the service seekers on the effectiveness of feedback mechanism in place and the responses are discussed below.

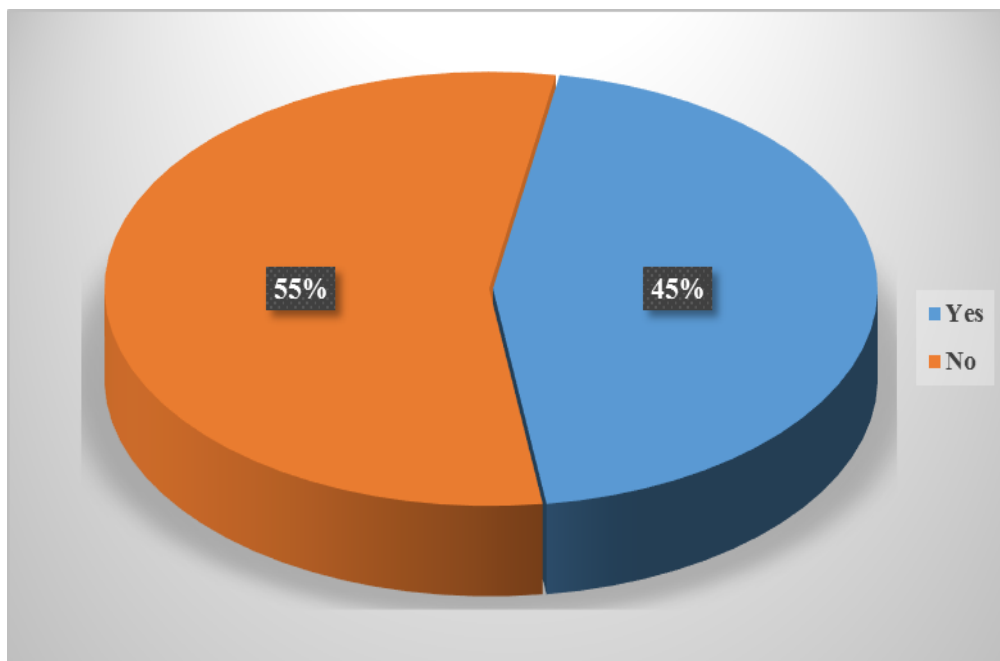
##### **4.6.1 Service providers' opinion on feedback mechanism at KFCB**

The service providers were asked whether there are any feedback mechanisms at the Board and whether they help the organization in tracking implementation of the services delivery standards. According to members of staff interviewed, there are three ways in which a client can give feedback to the organisation: suggestion box at the reception where one can compliment the organisation for good services, give complaints or even give suggestions on how to improve the services. The other ways are e-mails and letters to the organisation. If your letter or mail is about complaint then it is handled by a complaints committee within two weeks and the complainant will be informed through a letter, mail or a telephone call by the staff in-charge.

The service seekers were asked if they were aware of the feedback channels available for them to either compliment the organization for good services or lodge a complaint in the event that they are not satisfied with the services received. Their responses are indicated in Figure 4.6 below.

**Figure 4.6: Service seekers’ knowledge on the feedback mechanism in place**

The researcher sought to find out if the clients are aware of the feedback mechanisms that are available for them to use in case they need to give feedback to the organization. Their responses are illustrated in figure 4.6 below.

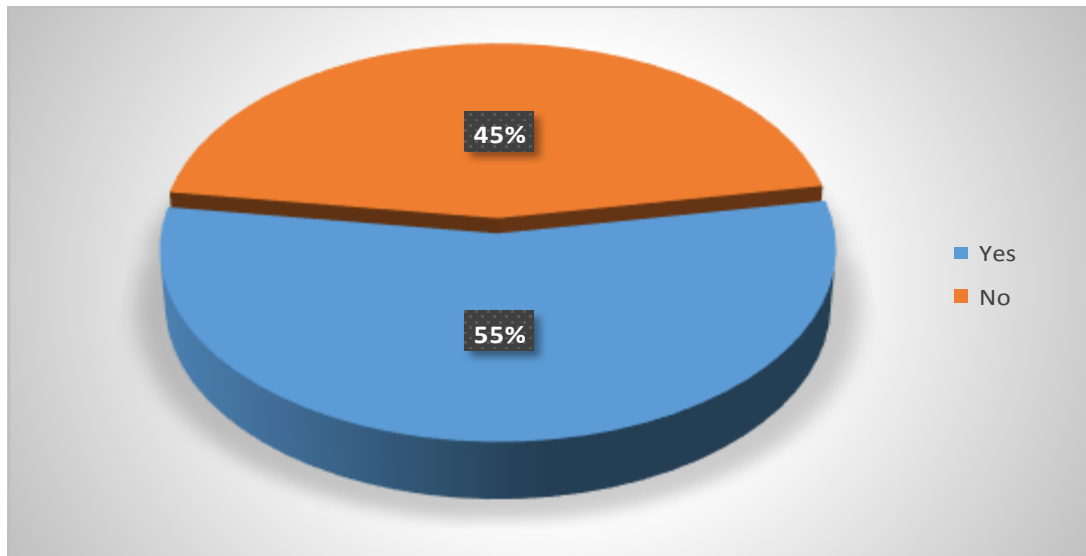


**Source: Field survey 2016**

Fifty-five percent (55%) of the service seekers did not know the feedback channels they can use while only 45% knew as indicated in Figure 4.6 above. This indicates that most of the service seekers are not aware of how to channel their concerns when aggrieved despite the existence of the charter.

#### 4.6.2 Whether the client have ever used the feedback channels provided for in the charter

The study sought to find out whether the respondents have ever used the feedback channels provided for in the charter.



**Source: Field survey 2016**

Fifty-five percent (55%) responded to the affirmative while 45% have never given feedback to the board as shown in Figure 4.7 above. They were further asked the kind of feedback that they gave, 8 out of the 33 who have ever used the feedback channels provided for in the charter said that they used e-mails to inquire about the services provided, fees they charge for various services and also the location of the offices. The other 25 out of the 33 cited that they used the feedback channels to complain about unsatisfactory services or information they received from the Board. This suggests that many seekers are not satisfied with the services offered at the Board and hence the complaints.

### 4.6.3 Acknowledgement of complaints

For feedback mechanisms to be effective, complaints ought to be acknowledged in a timely manner, addressed promptly and according to order of urgency, and the complainant is kept informed throughout the process. The study assessed the level of agreement with the statement that KFCB acknowledges receipt of complaints and updates the complaint on the progress of their complaints. Their responses are captured in Table 4.6 below.

| <b>Level of agreement</b> | <b>Frequency</b> | <b>Percent</b> | <b>Percentage Distribution</b> |
|---------------------------|------------------|----------------|--------------------------------|
| Agree                     | 22               | 37             | 37                             |
| Neutral                   | 8                | 13             | 50                             |
| Disagree                  | 30               | 50             | 100                            |
| <b>Total</b>              | <b>60</b>        | <b>100</b>     |                                |

**Source: Field survey 2016**

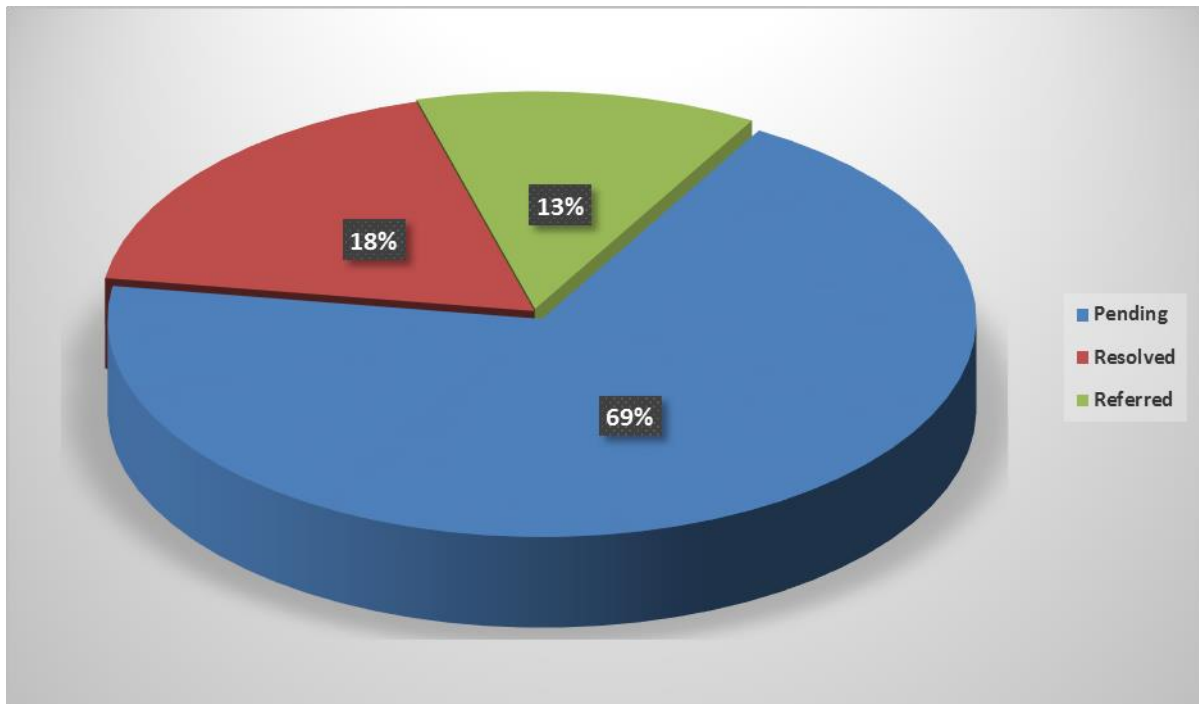
As illustrated in Table 4.6 above, an average number (50%) of the respondents perceived that complaints lodged at KFCB are not promptly acknowledged, 37% disagreed with the statement, and 13% were neutral. This is an indication that the complainants are not kept informed on the progress throughout the process of complaint resolution.



#### 4.6.4 Outcome of the complaints

The researcher sought to find out the state of complaints that had been lodged at Kenya film classification board by the clients. The results are shown in figure 4.8 below

**Figure 4.8: Outcome of the complaints lodged at KFCB**



**Source: Field survey 2016**

When asked about the outcome of complaints they had lodged with the Board, 69% of the respondents who had lodged complaints at the Board indicated that their complaints were still pending at the Board. Only 18% of the complainants had their complaints resolved while 13% were referred to other government institutions such as Commission on Administrative Justice as shown in table 4.8 above. Those who have their complaints pending have not been communicated to on the status of the complaints so they do not know the status of the

complaints. This implies that the feedback mechanisms in place are not effective as the rate of those who have not received feedback is high.

#### 4.6.5 Timely resolution of complaints

Timely resolution of complaints is one of the indicators that the complaint has been received and the organization has taken their time to look at the issues that bother the clients. The complaints should be promptly addressed as per the timelines stipulated in the Board’s service charter. In this regard, the respondents were asked to give their reactions on the statement that the complaints are resolved objectively and within the stipulated timelines. Their responses are indicated in the table below.

**Table 4.7: Timely resolution of complaints**

| <b>Level of agreement</b> | <b>Frequency</b> | <b>Percent</b> | <b>Percentage Distribution</b> |
|---------------------------|------------------|----------------|--------------------------------|
| Agree                     | 18               | 30             | 30                             |
| Neutral                   | 6                | 10             | 40                             |
| Disagree                  | 36               | 60             | 100                            |
| <b>Total</b>              | <b>60</b>        | <b>100</b>     |                                |

**Source: Field survey 2016**

Majority (60%) of the respondents disagreed with the statement that there is timely resolution of complaints lodged at KFCB, 30% agreed with the statement while 10% were neutral as shown in Table 4.7 above. This corroborates the earlier finding where most of the complaints lodged at

KFCB were still pending. The finding is an evidence of delay in resolution of complaints lodged at the Board.

#### 4.6.6 Level of satisfaction with the outcome of complaints

The study sought to find out the level of satisfaction amongst the respondents who had reported their complaints at the Board and had been resolved. Their responses are shown in Figure 4.9 below.

**Figure 4.9 Level of satisfaction with the outcome of complaints amongst the service seekers**



**Source: Field survey 2016**

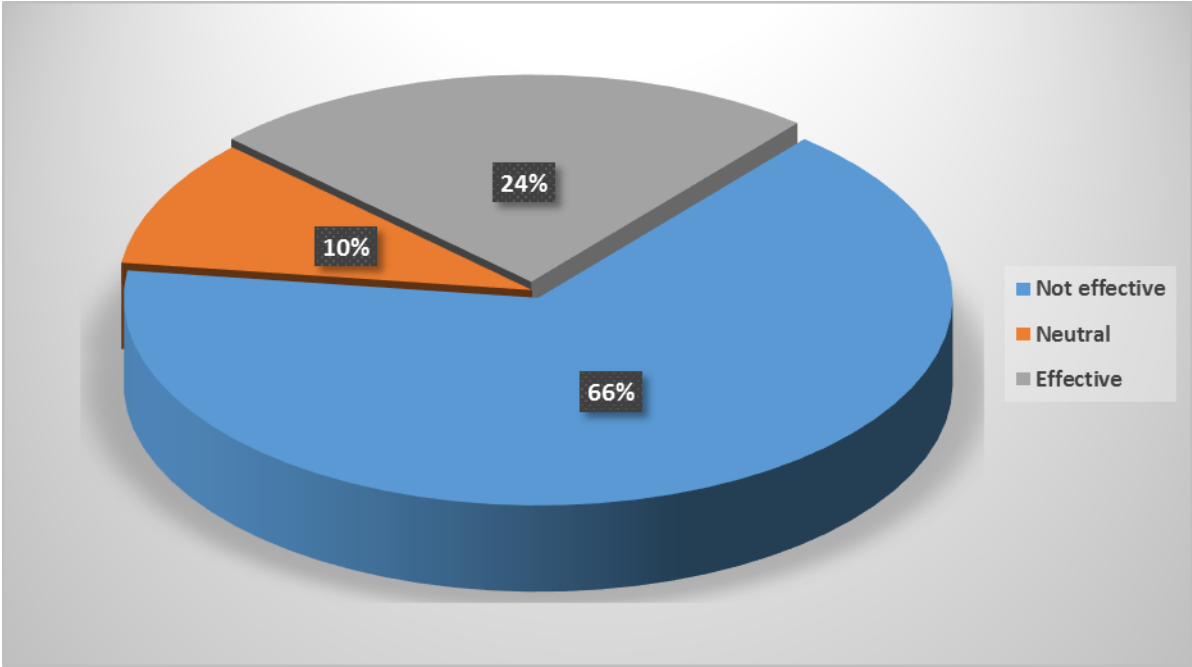
Although their complaints had been resolved, 40% of the respondents indicated that they were dissatisfied with the outcome of their complaint, 27% were very dissatisfied, 20% were satisfied and 13% were very satisfied as shown in Figure 4.9 above. This suggests that majority of the aggrieved service seekers were not satisfied with the outcome of their complaints.

The members of staff who participated in the study confirmed that some of the complaints they receive are not within their mandate and therefore, clients are usually referred to the relevant government agencies such as the Commission on Administrative Justice and Independent Policing Oversight Authority. This leaves the clients unsatisfied as they expect instant solution to their concerns.

**4.7 Overall opinions on the effectiveness of service charter in service delivery**

The service providers were asked to give their opinions regarding the effectiveness of the service charter in service delivery and their responses are illustrated in table 4.10 below

**Figure 4.10: Effectiveness of service charter**



**Source: Field survey 2016**

As illustrated in Figure 4.10 above, 66% of the service providers interviewed indicated that the Board's service charter is not effective, 24% effective and 10% were neutral. This reflects the perceptions of service seekers where majority of them indicated that the contributions of the charter is not significant because most of them alluded that the charter has neither enhanced awareness amongst the clients, improved timely provision of services nor offered guideline for aggrieved clients to seek redress.

Majority of the service seekers expressed their dissatisfaction with the services offered at KFCB citing challenges in accessing information relating to services offered by the organization. They attributed this to poor visibility of service charter.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Overview**

This chapter presents the summary of findings, conclusions drawn from the findings and recommendations. The purpose of the study was to evaluate effectiveness of communicating using service charters at the Kenya Film Classification Board. The study sought to evaluate the extent at which the charter is fulfilling its objectives and particularly to assess the clients' level of awareness on service delivery standards stipulated in the Board's service charter, identify the communication channels used to publicise the service charter, to establish whether the feedback mechanisms in place are effective and to assess the general level of customer satisfaction. The findings contributed towards answering the research questions and making conclusions of the study.

#### **5.1 Summary of findings**

The basis for the service charter was to pass information and create awareness about their rights and obligations amongst the service seekers and provides feedback mechanism for clients to seek redress when aggrieved. To evaluate the extent at which the charter is fulfilling the objectives, the service seekers were asked to give their perceptions.

From the respondents' demographics the researcher found out that the film industry is dominated by male as 60% of the respondents were male and 40% were female. It was also evident that majority of those in the film industry are youth between the ages of 18 and 24 this is because film making is considered a fun and adventurous. There were fewer respondents who were at the age bracket of 50 and above, there only 5 respondents who were above 50 years.

From the study the researcher found out that the respondents were religious people. It was noted that majority of them were Christians at 89% while Muslims were 10% and Hindus were 1%. It was also established that majority of the respondents were married and therefore they are mature and can understand and can answers to the questions asked. Fifty-three percent (53%) of the respondents interviewed had attained secondary education. In a way, the response of an individual is likely to be determined by his/her educational status and therefore it becomes imperative to know the educational background of the respondents.

Majority (55%) opined that the charter has not enhanced awareness amongst the service seekers on their entitlements. Further, 67% indicated that the Board's charter has not provided clear mechanism for seeking redress in the event that the client is aggrieved. The study also revealed that 40% of the respondents were of the view that the service charter has not improved timely provision of services at the Board. This inferred that the service charter is not effective in passing information to the service seeker and the service providers.

The study also sought to assess the effectiveness of the feedback mechanism in place. The study established that 42% (25 out of a total of 60) of the respondents had complained of unsatisfactory services. Only 18% (5 out 25) of the complainants had their complaints resolved while 69% were still pending at KFCB unresolved. It is worth noting that majority (67%) of the complainants whose complaints had been resolved were not satisfied with the outcome. This implies that the complaints management system in place is not effective.

It was evident in the study that publicity of the charter is facing a number of challenges as majority of the staff interviewed mentioned insufficient capacity of staff, inadequate resources, inadequate training of staff and lack of regular monitoring of implementation of the charter.

## **5.2 Conclusions**

The study established that it is not effective to communicate using service charters alone. It is advisable to complement the charter with other methods of communication. It emerged from the study that the service charter has not significantly raised clients' awareness on the services offered at KFCB due to inadequate publicity of the charter. The service charter carries low visibility and negligible presence not only in public domain but also within the organization as the copies of the charter are not displayed in prominent service delivery points at the Board and as a result, most of the service seekers are not aware of the standards that are in the charter. Nevertheless, the service charter is posted on the Board's Website, a channel which disadvantaged computer illiterate clients as well as those who cannot access the internet.

The feedback mechanisms that have been provided for in the charter are not effective as evident by the low rate at which the complaints are resolved at the Board, failure to update the complainants about the progress of their complaints and resolution of complaints are not timely and objective.

The level of satisfaction with the services offered at KFCB amongst the service seekers was low. Most of the respondents cited challenges in accessing information relating to services offered by the organization. They attributed this to poor publicity of the service charter in terms of



advertisements and non-adherence to service standards (timeframes) stipulated in the service charter.

### **5.3 Recommendations**

Kenya Film Classification Board should conduct a nationwide campaign to enable citizens have an understanding about the contents of service charter and this will go a long way in improving service delivery. The Board should ensure that copies of the service charter are easily accessible at the service delivery checkpoints. A formal process of appraisal of the level of awareness should be conducted via random surveys. It should lead to a review of strategies that are implemented so as to create awareness of charters and selection in relation to the desires of the users. The Board should institute an operational monitoring and evaluation system that will ensure both the institutions and service users to frequently assess the effectiveness of the charter in real-time and reports obtained automatically on service success or failure against the charter standard. The management of the organization should consider allocating more funds for regular advertisement of the services offered by the organization. Further, the staff should be provided with the training necessary to implement the service charter (e.g., training on providing better customer service, using the new systems, grievance redress).

On feedback mechanism, the Board should ensure that the procedures of complaining are simple and accessible. The duration for settlement of a complaint should be specified to the individual seeking redress. The Charter may as well designate the duration for diverse forms of complaints and also obligate to let know the citizens on exactly how the specific complaint has been categorized and how much more time they will take to redress it. Timelines stipulated in the service charter should be strictly be adhered to by all stakeholder.

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## **APPENDICES**

### **APPENDIX1: LETTER OF INTRODUCTION**

Dear Respondent,

I am currently a Masters student at the University of Nairobi carrying out a field research. This research is on “effectiveness of communicating using service charter, the case of Kenya film classification board”. In this regard, I kindly request for your help by answering the questions listed in the questionnaire attached.

All the responses will be treated with utmost confidentiality.

Irene Chepkirui

**Researcher**

## APPENDIX II: QUESTIONNAIRE FOR SERVICE SEEKERS (CUSTOMERS)

The purpose of this study is to evaluate the effectiveness of service charter in service delivery in KFCB. Information gathered from this survey will be strictly confidential and will exclusively be used for a research paper.

### Section A: General information (Please tick as appropriate)

1. Name: \_\_\_\_\_(optional)

2. Age: \_\_\_\_\_

3. Gender:

Male  Female

4. Highest education level:

Primary  Secondary  Tertiary College  University

5. Occupational Status:

Self-employed  Student  Employed

6. Marital status:\_\_\_\_\_

**Section B: Role of the service charter**

7. Do you know what a service charter is? Yes [ ] No [ ]

Briefly explain

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8. Are you aware of KFCB's Service Charter? Yes [ ] No [ ]

9. If yes to 8 above, how did you know about it?

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10. Are you familiar with the standards stipulated in the service charter? Yes [ ] No [ ]

11. If No to 10 above, give reasons?

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12. The following are the perceived roles of the service charter at KFCB. Indicate the extent to which you agree with the following statements.



**1-Strongly Agree 2-Agree 3-Neither Agree nor Disagree 4-Disagree 5-Strongly Disagree**

| Role of service charter;                                 | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| It has enhanced clients' awareness of their expectations |   |   |   |   |   |
| It has ensured timely service provision to the clients   |   |   |   |   |   |
| It has set out a clear mechanism for seeking redress     |   |   |   |   |   |

**Section C: Complaints handling mechanism**

13. Do you know how to lodge a complaint at KFCB in the event that you are not satisfied with the services offered? Yes  No

14. Have you ever lodged a complaint at KFCB? Yes  No

15. If yes to 13 above, what was the nature of the complaint?

16. How did you lodge the complaint?

\_\_\_\_\_

17. What was the outcome of the complaint?

Resolved  Pending before KFCB  Referred to other offices

18. If the complaint was resolved, how satisfied were you with the outcome?

Very satisfied  satisfied  Neutral  Dissatisfied  very dissatisfied

19. The following are characteristics of effective complaints handling mechanism. Please indicate the extent of your agreements with the following statements relating to KFCB's complaints handling mechanism.

**1-Strongly Agree 2-Agree 3-Neither Agree nor Disagree 4-Disagree 5-Strongly Disagree**

| Statement   | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Procedure of complaining is simple and accessible |   |   |   |   |   |
| Complaints are acknowledged promptly              |   |   |   |   |   |
| Timely and objective resolution of complaints     |   |   |   |   |   |

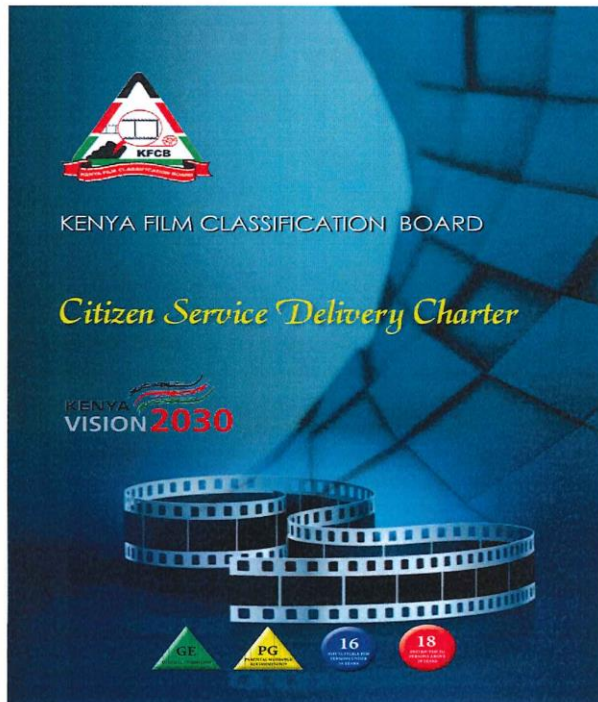
20. How do you rate the level of satisfaction with the services offered at KFCB?

Very dissatisfied [ ] dissatisfied [ ] unsure [ ] satisfied [ ] very satisfied [ ]

### **APPENDIX III: INTERVIEW SCHEDULE FOR SERVICE PROVIDERS**

1. What is your designation.....
2. How long have you served in that capacity/position?
3. To what extent are your clients aware of the service charter?
4. What difference has the inception of service charter brought to the organization in terms of informing the public
5. What are the channels that clients can use to give feedback to the organization?
6. What are the measures taken to publicize the standards on the service charter?
7. In your opinion what can be done to raise the awareness of the clients on their rights and obligations
8. What are the channels used to lodge complaints at the board?
9. What is the procedure of handling complaints?

## APPENDIX IV: KFCB SERVICE CHARTER



## INTRODUCTION

The Kenya Film Classification Board's Citizen Service Delivery Charter has been formulated with an objective of defining our stakeholders, customers, services and standards.

The Charter aims at improving service delivery by providing information about the Board. We have also developed benchmarks for the services offered so that our customers are aware of what to expect from us. Once services are provided, the customer will be able to gauge whether we have met the standards as stipulated in the Charter.

If the services are below the set standard, feedback and redress mechanisms have been put in place to be able to continually improve on our services for increased customer satisfaction.

## MANDATE

The Kenya Film Classification Board is a statutory body with a regulatory role under part III of the Films and Stage Plays Act Cap. 222 Laws of Kenya. The Act mandates the Board to regulate the creation, broadcasting, possession, distribution and exhibition of films. In order to achieve this mandate, the Board performs the following specific activities:

1. Ensure that all films and posters in the country are examined and classified before being displayed, exhibited, hired, sold or broadcast to the public by video shows, cinema theatres, video vendors or broadcast stations.
2. Co-ordinate all issues related to film classification, exhibition and distribution in the country.
3. Ensure that certificates of approval are issued for films which have been presented to it for classification.
4. Formulate necessary policy guidelines for the Government on film exhibition and distribution in the country.
5. Carry out and encourage research in classification of audio-visual content, taking interest of all the stakeholders.
6. Ensure that classification catalogues are issued to film distributors and exhibitors.
7. Inspect and license business premises of film distributors and exhibitors in the country.
8. Ensure that an infringement of any provision in the Act is prosecuted.

#### RANGE OF SERVICES

We offer a wide range of services including:

1. Examining and classifying new films as prescribed by the Films and Stage Plays Act Cap 222 Laws of Kenya and the Kenya Information and Communications Act 2013 Cap 411A.
2. Monitoring distribution of films to ensure that no film or class of film is distributed, exhibited or broadcast, either publicly or privately, unless the Board has examined it and issued a certificate of approval in respect thereof.
3. Monitoring broadcast of films and programmes to ensure content intended for adult audience is not broadcasted within the country's watershed period (5am – 10pm).
4. Issuing certificates and licenses to distributors and exhibitors of films.
5. Prescribing guidelines to be used in examination and classification of films.



6. From time to time prescribing procedure for licensing of exhibitors and distributors of films.
7. Giving consumer advice with due regard to the protection of women and children against sexual exploitation in cinematography and on the internet.

#### CORE PRINCIPLES OF SERVICE DELIVERY

We shall undertake to distribute information on our services as widely as possible including brochures, newsletters, website and social media platforms. We also undertake to continually improve the service standards in response to customer requirements and ongoing feedback and thus, commit ourselves to:-

*Wakazi Service Delivery Unit* **KFCB**



- Meet our service standards;
- Work with commitment in giving priority to customer needs;
- Communicate effectively by using a language that is clear;
- Provide consistent and accurate advice about our services;
- Provide adequate information about our services in an open manner;
- Maintain high levels of competency and work ethics;
- Observe gender and disability sensitivity in dealing with our customers and stakeholders;
- Ensure that no one is discriminated against based on his/her health status;
- Cultivate a policy of zero-tolerance towards corruption at all levels;
- Promote a drug-free environment for our customers and stakeholders;
- Sustain monitoring and evaluation systems to enable us track performance;
- Cultivate a culture that promotes environment-friendly practices;
- Take corrective action against deficiencies that may occur in our systems;
- Cultivate dynamism and innovate practices through continuous improvement of systems and processes.

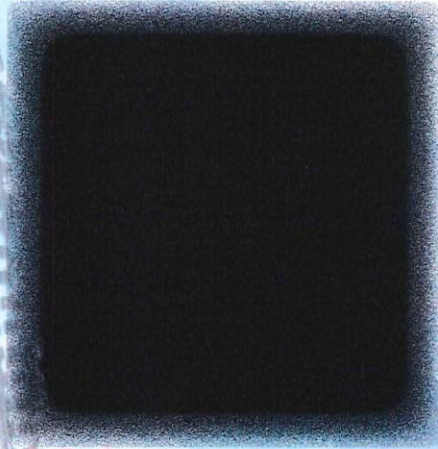
*Wakazi Service Delivery Unit* **KFCB**

The Board has a Complaints Desk which is responsible for handling customer complaints. The Board's Complaints Committee shall from time to time liaise with the Commission on Administrative Justice for updates on complaints-related matters.

We guarantee confidentiality in order to safeguard the complainant's identity. Although complainants may opt for anonymity, we encourage complainants to identify themselves given the practical difficulties of handling anonymous grievances.

#### REVIEW OF THE CHARTER

In light of the changing circumstances, we will subject this Service Charter to regular review with a view to continually improving our services.



#### FEEDBACK

Feedback shall be addressed to:

The Chief Executive Officer,  
Kenya Film Classification Board,  
Uchumi House 15th Floor,  
P. O BOX 44226-00100,  
NAIROBI.

Telephone No: 020 2250600 / 2241804

Mobile: 0711 222 204, 0773 753 355

Website: [www.kfcb.co.ke](http://www.kfcb.co.ke)

Email: [info@kfcb.co.ke](mailto:info@kfcb.co.ke)

Complaints Desk: [complaints@kfcb.co.ke](mailto:complaints@kfcb.co.ke)

[www.facebook.com/kfcb.officialpage](https://www.facebook.com/kfcb.officialpage)

[www.twitter.com/infokfcb](https://www.twitter.com/infokfcb)

#### Branches:

Kisumu, Kakamega, Kisii, Eldoret, Nakuru, Nyeri,  
Embu, Mombasa and Garissa

- Utilize our resources prudently to enable us deliver accessible and improved services; and
- Respect and protect the confidentiality of any information provided by clients.

#### Performance Management Tools

We are committed to providing the best quality services as outlined in the following performance management tools:

1. The Board's Strategic Plan;
2. KFCB's Annual Work Plan;
3. KFCB's Performance Contract;
4. KFCB ISO Quality Manual (and ISO 9001:2008);
5. The Films and Stage Plays Act, Cap 222 Laws of Kenya;
6. The Kenya Communications (Broadcasting) Regulations, 2009; and
7. The Kenya Information and Communication Act 2013, Cap 411A and other relevant legislations.

#### STANDARDS

- Issuing video and cinema licenses within fifteen (15) minutes after application;
- Issuing classification labels within fifteen (15) minutes;
- Approving and stamping cinema posters within ten (10) minutes;
- Examining and classifying films in one (1) day;
- Updating the classified films catalogue weekly;
- Carrying out random inspection of operators' premises weekly;
- Preparing payment vouchers within two (2) working days;
- Payment of services to be done within (7) seven working days;
- Carrying out stakeholders' education and sensitization programmes annually;



6

Utiza Service Delivery Charter KFCB

- Conducting a customer satisfaction survey annually;
- Responding to enquiries from customers and stakeholders promptly;
- Availing a requested suspect content clip within a day; and
- Addressing customer and stakeholder complaints within fifteen (15) working days.



#### CUSTOMER RESPONSIBILITIES

- Know our services;
- Avail complete and precise information to enable us act accordingly;
- Provide feedback on our services;
- Participate in our programmes;
- Be conversant with Government rules and procedures;
- Identify areas of weakness in our service delivery and communicate to us;
- Suggest ways of improving our services; and
- Not offering inducements by way of gift or favours to staff or soliciting the same in return for services.

#### REDRESS MECHANISM


Members of the public as well as our stakeholders are encouraged to make genuine suggestions, compliments and complaints in person, by post, telephone or e-mail.

7

Utiza Service Delivery Charter KFCB



**VISION**  
To be a world class film content regulator.



**MISSION**  
To safeguard the national values and norms through efficient, effective and professional film regulatory services.

**CORE VALUES**

- ◆ Professionalism
- ◆ Fairness and impartiality
- ◆ Quality service
- ◆ Integrity
- ◆ Meritocracy
- ◆ Honesty
- ◆ Stewardship
- ◆ Accountability and transparency
- ◆ Team work
- ◆ Continual improvement and innovativeness

**SPECIFIC OBJECTIVES**

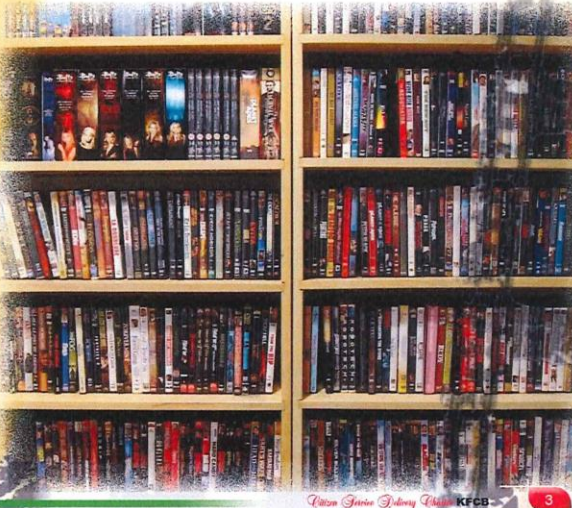
- ◆ To examine and classify new films, trailers and posters.
- ◆ To develop guidelines for classification of films.
- ◆ To regulate exhibition of films' contents to the public.
- ◆ To facilitate inspection of video and cinema outlets.
- ◆ To monitor programme content broadcasted to the public

2 *Video Justice Delivery Unit KFCB*

**OUR STAKEHOLDERS**

Our customers and stakeholders include:

- ◆ Video shows, video libraries, video shops, cyber cafes and cinema theatre operators
- ◆ Broadcast stations
- ◆ Film producers
- ◆ Government institutions
- ◆ Non-governmental institutions
- ◆ Religious institutions
- ◆ The Public
- ◆ Staff
- ◆ Board of Directors



*Video Justice Delivery Unit KFCB* 3

## APPENDIX V: CERTIFICATE OF FIELD WORK



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**COLLEGE OF HUMANITIES & SOCIAL SCIENCES**  
**SCHOOL OF JOURNALISM & MASS COMMUNICATION**

Telegram: Journalism Varsity Nairobi  
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Telex: 22095 Fax: 254-02-245566  
Email: [director-soj@uonbi.ac.ke](mailto:director-soj@uonbi.ac.ke)

P.O. Box 30197-00100  
Nairobi, GPO  
Kenya

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**REF: CERTIFICATE OF FIELD WORK**

This is to certify that all corrections proposed at the Board of Examiners' meeting held on 15/7/2016 in respect of M.A./Ph.D final Project/Thesis defence have been effected to my/our satisfaction and the student can be allowed to proceed for field work.

Reg. No: K50/75181/2014

Name: IRENE CHEPKIRUI

Title: EFFECTIVENESS OF COMMUNICATING USING SERVICE CHARTERS

Dr. Joel K. Ngichia  
SUPERVISOR

[Signature]  
SIGNATURE

16/8/2016  
DATE

Dr Samuel Singi  
PROGRAMME COORDINATOR

[Signature]  
SIGNATURE

20/8/2016  
DATE

Dr Samuel Singi  
DIRECTOR

[Signature]  
SIGNATURE/STAMP

20/8/2016  
DATE



## APPENDIX VI: CERTIFICATE OF CORRECTIONS



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Kenya

REF: CERTIFICATE OF CORRECTIONS

This is to certify that all corrections proposed at the Board of Examiners meeting held on 31/10/2016 in respect of M.A/PhD. Project/Thesis Proposal defence have been effected to my/our satisfaction and the project can now be prepared for binding.

Reg. No: K50/75/81/2014

Name: IRENE CHEPKIRUI

Title: EFFECTIVENESS OF COMMUNICATING USING SERVICE

CHARTERS: A CASE OF KENYA FILM CLASSIFICATION BOARD

Dr. Joel K. Ngetich  
SUPERVISOR

[Signature]  
SIGNATURE

10/11/2016  
DATE

Dr. Samuel Siringi  
ASSOCIATE DIRECTOR

[Signature]  
SIGNATURE

11/11/2016  
DATE

Dr. Ndetei Ndetei  
DIRECTOR

[Signature]  
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11/11/2016  
DATE



## APPENDIX VII: DECLARATION OF ORIGINALITY

### UNIVERSITY OF NAIROBI

#### Declaration of Originality Form

This form must be completed and signed for all works submitted to the University for examination.

Name of Student IRENE CHEPKIRUI

Registration Number K50/75181/2016

College HUMANITIES AND SOCIAL SCIENCE

Faculty/School/Institute SQJMC

Department SQJMC

Course Name MASTER OF ARTS IN COMMUNICATION STUDIES

Title of the work EFFECTIVENESS OF COMMUNICATING USING SERVICE CHARTERS' A CASE OF KENYA FILM CLASSIFICATION BOARD

#### DECLARATION

1. I understand what Plagiarism is and I am aware of the University's policy in this regard
2. I declare that this PROJECT (Thesis, project, essay, assignment, paper, report, etc) is my original work and has not been submitted elsewhere for examination, award of a degree or publication. Where other people's work, or my own work has been used, this has properly been acknowledged and referenced in accordance with the University of Nairobi's requirements.
3. I have not sought or used the services of any professional agencies to produce this work
4. I have not allowed, and shall not allow anyone to copy my work with the intention of passing it off as his/her own work
5. I understand that any false claim in respect of this work shall result in disciplinary action, in accordance with University Plagiarism Policy.

Signature [Signature]

Date 11/11/2016



## APPENDIX VIII: PLAGIARISM REPORT

11/11/2016

Turnitin Originality Report

Turnitin Originality Report

EFFECTIVENESS OF COMMUNICATING USING SERVICE CHARTERS: THE CASE OF KENYA FILM CLASSIFICATION BOARD, NAIROBI COUNTY. by Irene Chepkirui K50/75181/2014

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