

**ROLE OF HUDUMA CENTRES' INTERGRATED SERVICES PROJECT ON  
ENHANCEMENT OF PUBLIC SERVICE DELIVERY IN NAKURU  
COUNTY, KENYA**

**BY**

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Nairobi**

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## **DECLARATION**

This research project report is my original work and has never been presented for a degree or any other award in any other university.

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This research project report has been submitted for examination with my approval as the University supervisor.

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## **DEDICATION**

This research project report is dedicated to my husband who sacrificed family resources to meet my financial needs during the course. To my daughters Lavenda and Shannel who have endured my absence when I had to be away to attend classes. My father Spartan and mother Salome for giving me moral support to undertake this worth course.

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## **ABBREVIATIONS AND ACRONYMS**

<b>ISD</b>	-	Systems Development
<b>UN</b>	-	United Nations
<b>PDA</b>	-	Personal Digital Assistant
<b>OSS</b>	-	One stop shop
<b>MTEF</b>	-	Medium Term Expenditure Framework
<b>MDGS</b>	-	Millennium Development Goals
<b>ROM</b>	-	Results Oriented Management
<b>OECD</b>	-	Organization for Economic Co-operation and Development
<b>NPM</b>	-	New Public Management
<b>EDB</b>	-	Economic Development Board
<b>MIDA</b>	-	Malasian Industrial Development Authority
<b>IDA</b>	-	Industrial Development Authority

## ABSTRACT

Service delivery in the public sector has not been satisfactory unlike in the private sector where customer satisfaction is the key driver in all the activities of an entity; it is exactly the opposite in the public sector. Public service delivery points in Kenya have witnessed long queues which often leave customers unsatisfied and disappointed. This culminated to a need to carry out a research which intends to assess the role of Huduma Centres' integrated services project on enhancement of public service delivery in Nakuru County. The objectives of this study were as follows: to establish the role of Huduma Centres' integrated services project on enhancement of transparency in public service delivery in Nakuru County. To assess the role of Huduma Centres' integrated services project on enhancement of service reliability in public service delivery in Nakuru County. To determine the role of Huduma Centres' integrated services project on enhancement of customer service in public service delivery in Nakuru County. To evaluate the role of Huduma Centres' integrated services project on enhancement of service sustainability in public service delivery in Nakuru County. Descriptive survey design was adopted because it always describes the situation in totality without bias. Data collection was carried out by use of interviews and questionnaires. Interview schedules were used to gather data from the clients who turned up for services at the Huduma centre in Nakuru. Questionnaire had a set of questions which were fully structured, and they were administered to employees serving in the center. Data collection was carried out by the researcher herself; interviews were conducted and responses recorded while questionnaires were distributed to staff to fill and collected back after two days. The researcher used random sampling technique which identified a sample selection of 286 respondents who were picked and comprised of clients and employees of Huduma Centre in Nakuru. The collected data were cleaned, coded and entered to a computer Statistical Package for Social Sciences (SPSS) program for analysis. Data was then analyzed descriptively and findings presented in tables. The findings showed that transparency and accountability on service provision translate to better and effective service delivery. The findings further established that the services provided at Huduma centres were reliable and that customers were satisfied of how they are served. The study recommended that there is need to enhance ICTs systems to improve further on user-friendliness, usability, and convenience. The government needs to formulate mechanisms that ensure continuous service quality improvement at Huduma centres. Policy documents should be prepared which stipulates processes in Huduma Centres to curb political interference. Suggestions for further studies were the current study focused on integrated services on enhancement of public service delivery but a similar study can be done using other State Co-operations which are using Huduma Centres. The scope of this research was limited to the public service, and was strictly limited to Huduma Centre in Nakuru, and the findings cannot be equally generalized to apply to the private sector entities and other government organizations too and in connection to this limitation, it is possible to carry out further research on how the issues look like in other sectors. The study majorly dealt with integrated services on enhancement of public service delivery, however, a similar study can be done on the systems and technology used.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Governments around the world face challenges of revitalizing their public services to deliver a more efficient and cost effective services (Curristine *et al*, 2007). This is done by the better customer service offered by the private sector and the experience got from complicated departments comprising different sections with equally different personnel to access a single service, often with slow or delays, loss of documents and cumbersome procedures attributed to physical filing systems, enormous movements of correspondence from one place to another, duplication of files, wastage of paper, difficulty in accessing information, loss of data and general inefficiency of operations (Mutula, 2008) coupled with unethical tendencies such as corruption and bribery.

Governments operated in systems which to access services and information was both difficult and frustrating feeling (Kumar *et al.*, 2007). Citizens began to therefore demand public services that are of timely, quality, and convenient devoid of the processes involved or where or by whom the service is delivered (Ebrahim & Irani 2005).

Governments embraced e-government to make it more proactive as a result. An efficient, transparent and more service oriented in this regard changed their old practice bureaucracies, improved public sector performance, enhanced services delivery as well as increase in citizens participation and democracy (Rowley 2011). Due to its remarkable potential for improving the responsiveness of governments and the public sector to the needs of their stakeholders (Vélez-Rivera *et al.* 2008) governments capitalized on this technology to bring about the anticipated revolution. In view of that, a total of 179 out of 192 countries have implemented e-government and identified it as a top priority (UN, 2008). South Korea is ranked first followed by Australia and Singapore while France and Netherlands are fourth and fifth respectively. In terms of regions, Europe continued to lead with the highest overall regional E-Government Development Index followed by the America.

E-governance may be defined as delivery of government services and information to the public using electronic means. Such means of delivering information is referred to as Information Technology or 'IT' in short. Use of IT in government facilities is an efficient, speedy and transparent process used in disseminating information to the public and other agencies, and for performing government administration activities. The term governance may be described as the process by which society steers itself, it is the process, that has interactions among the State, Private Enterprise and Civil Society which are being increasingly conditioned and modified through the influence of Information and Communication Technologies (ICTs), using the phenomenon of e-Governance. Examples of these shifts in dynamics are exemplified by: Civil Society, NGO's and

professional associations use internet to mobilize opinion and influence decision-making process that affect their organizations, it increases electronic delivery of government and commercial services. Information, the electronic publication of draft legislation and statements of direction for public feedback and on the infrastructure side, the liberalization of telecommunication markets and trends towards web-enabled mobile telephony and digital television which are facilitating this evolution.

Many governments have integrated their services by putting them on their website according to “life events” such as having a baby or getting married (e.g., Denmark's citizens' portal). A few governments like the United Kingdom with its Tell Us Once project is enabling citizens to engage in one-time data provision whereby they only have to tell government once about such changes in such life circumstances as births, deaths or a change of address, and that information is then shared among the relevant departments. Governments are also making considerable use of Web 2.0 technologies such as Facebook, Twitter and wikis to integrate services by connecting governments with their partners and with citizens. Integrated channel delivery is a vital component of ISD in that it involves joining up channels to improve service.

While e-government is often thought of as, an online government or Internet-based government, many non-Internet electronic government technologies can be used in this context. Some non-Internet forms include telephone, fax, PDA, SMS text messaging, MMS, wireless networks and services, Bluetooth, CCTV, tracking systems, RFID, biometric identification, road traffic management and regulatory enforcement, identity cards, smart cards and other near field communication applications; polling station technology where non-online e-voting can be considered, television and radio-based delivery of government services (e.g., CSMW), email, online community facilities, newsgroups and electronic mailing lists, online chat, and instant messaging technologies.

Citizens often use more than one delivery channel like telephone and internet for a single transaction with government. Thus, it is important to coordinate service delivery across the delivery channels. It is also important to rationalize the use of delivery channels by providing services through the most cost efficient way. The Internet channel is the backbone of information for use of the in-person and telephone channels, and it has become the preferred channel for many citizens. Governments want citizens to migrate to internet channel since it is much more cost efficient compared to other channels and to such other self-service channels as kiosks and interactive voice response. At the same time, it is vital and considerable to maintain the traditional telephone and in-person.

In Africa most if not all governments have implemented some form of e-government services to improve free of information flow, public participation, promote productivity within the

civil service, and improve delivery of services (Njuru, 2011). Countries like South Africa, Mauritius, Senegal and Mozambique have gone further to set up institutional and regulatory policy frameworks for e-government development (Maumbe et al., 2008; Bwalya and Healy, 2010).

In Kenya, the government introduced e-government in 2004 to improve on service delivery. In addition it established an integrated service delivery through key instruments of e-government known as Huduma centres modeled along a one stop services to access various services all under single roof (Rotich, 2015). Huduma centres are new transformation models which simplify how government operates and it's a new way of doing business to allow interactive access via one-stop web portals that are an integral part of modern public service provision (Liu, Chen, and Wang 2010). This integrated approach service delivery is a true reflection of the priorities of Kenya's economic development blue print to drive government efficiency, transparency, to build a citizen-focused and result-oriented public service system.

The centres provide a one stop point of access to a wide range of services that include National Hospital Insurance Fund Registration and Claims, Issuance of Police Abstracts, Student Loan Application and Repayment amongst others with the most sort after services being Replacement of Duplicate Identity Cards, Payment of land rates and rent as well as Search and Registration of Business Name (Ministry of Devolution and Planning Newsletter, 2014). The Kenya Revenue Authority services are also most sought during the taxes filing period in the month of June.

However, despite the e-government potential to accelerate reforms in the public service delivery there is no evidence that any of the Kenyan e-government's objectives which are (Njuru (2011), enhancing delivery of public services, improving information flow to citizens, promoting productivity among public servants, and encouraging citizens' participation has been achieved. "I know what our public services can do and how they are the backbone of this country. But I know too that the way they have been run for decades is old-fashioned, top-down, take what you are given is just not working for a lot of people. Ours is a vision of open public services there will be more freedom, more choice and more local control. Wherever possible, we are increasing choice by giving people direct control over the services they use..." David Cameron, British Prime Minister. July 2011.

Huduma Centres were established to enhance service delivery to the public. In the past, service delivery in the public sector has faced many challenges in service delivery. In response to the complaints and challenges that were faced by the public, the government introduced Huduma Centres. It is from this background that this study sought to establish whether there has been transparency, reliability and customer satisfaction in services delivered at Huduma Centres and

customers who are the recipients of these services were the target group in determining the role of Huduma Centres, integrated services on enhancement of public service delivery.

## **1.2 Statement of the Problem**

Access to government services in the 1980s was limited to the wider public, leading to frequent public outcries. This access was limited due to a wide range of reasons, including corruption practises by civil servants, unreasonable delays in getting expected services, chronic absenteeism, and poor keeping of records, retrieval and poor customer care. From the early 1990s, the government tried a variety of changes to remedy the situation. The Government of Kenya retrenched more than 100,000 civil servants but got a very negligible impact on the effectiveness or efficiency in the civil service. The Government then introduced results oriented management but by 2005 nothing much had come out of it. In 2013, the government of Kenya introduced the concept of Huduma Centres.

Huduma Kenya is a programme of the Government of Kenya which is meant to transform public service delivery by providing citizens with easy access to various public services and information. Its aim is to provide efficient government services at the convenience of the citizen. It involves amalgamating various services within one building, possibly on the same floor, and effectively making it possible for service seekers to access it conveniently. It is envisaged that citizens will be able to get birth certificates, national identity cards, passports, registration of business names, and applications for marriage certificates, drivers' licences, police abstracts, among other services under one room.

Many countries have applied e-government with an aim to improve the responsiveness of governments and the public sector to the needs of their stakeholders (Vélez-Rivera et al. 2008). Like any other African country, the Kenya public service has not been serving the public interest within its most optimal capability (Hope, 2012) and in response, the Government launched e-government to improve service delivery communication and information within government, with the citizenry and the business community. (GOK ICT, 2006). It supported this initiative by setting up Huduma centres as platforms of e-government across the country through one stop shop model to offer integrated services under a single roof. (Mutuku, 2015).

In Kenya, reforms have been undertaken to overhaul administrative systems to serve people better and to serve the needs of both government and the citizenry with improved delivery of public services to reduce poverty, improve livelihoods, and sustain good governance. The reforms were aimed and culminated in the notion of reengineering of the public sector in the context of public sector transformation, drawing on elements of the New Public Management. These are, to increase efficiency, effectiveness and encompass client-oriented, mission driven, and quality-enhanced management intended to improve service and the needs of both government and the citizenry with

improved delivery of public services to reduce poverty, improve livelihoods, and sustain good governance (Hope, 2012). Thus, by making government more accountable and transparent through New Public Management, public services can be enhanced through e-government to achieve the same standards envisaged (Cordella, 2007).

Huduma Kenya platform, is a government initiative which is further aimed at enabling citizens to access integrated public services through their mobile phones, computers and personal digital assistants (PDA). The newly designed portal is also expected to enhance service delivery and eradicate graft loopholes within the public service. Government tenders and vacancies in the public service can also be accessible on the platform. Users will also be able to directly post their comments and complaints regarding government services. So far, the government has put up centres on all forty seven counties offering different government services. This has clearly shown that, the implementation of the Huduma centre services is progressing well. However, many questions have been put across on whether Huduma centres have added any value to service delivery. In view of this some challenges have been experienced like Kenya government treats a lot of information it generates with a lot of secrecy which is an impediment in e-government implementation. We also have management issues whereby we have insufficient e-content information from the grass root levels, which shows that there is no proper capture of information.

There is low literacy on information technology in the country which makes people not to access information. Internet distribution facilities are not even, high cost of connection and in some areas low penetration of high speed connectivity to the internet which is a discouragement on people who want to access the internet. We have a digital divide between the urban rich and poor, the rural and urban citizens the Information Technology literate and the Information Technology illiterate. There is insufficient allocation of financial resources due to financial constraints and mixed government priorities have slowed down introduction. Failure of ICT systems in all the 62 Huduma centres in the country due to lack of payments to suppliers is an issue which left thousands of Huduma Centre customers unable to access key services countrywide. Huduma Kenya management go without paying some suppliers who pull out due to accumulated payments. The centres were established in 2013 amid President Uhuru Kenyatta's efforts to improve service delivery. Gaps still exist in the system that contributes to an incredible wastage of people-hours as Kenyans queue for days to get basic services.

Take an example of the e-passport which was launched with anticipation that machines could print 2,000 passports a day, and that could be done online yet obtaining an e-passport does not work as advertised. It does not take three business days to get the passport. After applying and paying online, one is still expected to queue at Nyayo House, Kisumu and Mombasa immigration offices.



There are reported cases of graft which reduces the efficiency of service delivery, slows down the economy and discourages foreign investors. In view of the above factors, the study, therefore, sought to assess the role of Huduma centres' integrated services on enhancement of service delivery in service delivery. To date there is no indication that any of the Kenyan e-government's objectives has been achieved (Njuru, 2011). Therefore, it is imperative to establish to what extent the Kenyan e-government undertaking; in particular the integrated approach has impacted on service delivery in the public service.

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

The purpose of the study was to assess the role of Huduma Centres' integrated services project on enhancement of public service delivery in Nakuru town.

### **1.4 Objectives of the Study**

The study was guided by the following objectives;

1. To establish the role of Huduma Centres' integrated services project on enhancement of transparency in public service delivery in Nakuru County.
2. To assess the role of Huduma Centres' integrated services project on enhancement of service reliability in public service delivery in Nakuru County.
3. To determine the role of Huduma Centres' integrated services project on enhancement of customer service in public service delivery in Nakuru County.
4. To evaluate the role of Huduma Centres' integrated services project on enhancement of long term service sustainability in public service delivery in Nakuru County.

### **1.5 Research questions**

The study sought to answer the following research questions;

1. To what extent did Huduma Centres' integrated services project enhance transparency in public service delivery in Nakuru County?
2. To what extent did Huduma Centres' integrated services project enhance service reliability in public service delivery in Nakuru County?
3. To what extent did Huduma Centres' integrated services project enhance customer service in public service delivery in Nakuru County?
4. To what extent did Huduma Centres' integrated services project enhance long term service sustainability in public service delivery in Nakuru County?

### **1.6 Significance of the Study**

The study provided a frame work which in turn provided valuable information on the role of Huduma Centres' integrated services project in enhancing public service delivery. It is hoped that

the study is significant to various stakeholders in the public service who comprise of, the national government, county governments, local community organizations, customers (clients), employees, media, competitors, and consumer advocates as the targeted categories.

### **1.7 Limitations of the Study**

The research was conducted in light of a few limitations like; there was the likelihood of respondents giving divulive information for fear of being victimized, these are the Huduma Centre employees, which is likely to give a negative impact on the response rate. The employees and staff would thus be informed clearly that the study was for academic purpose and that their responses would be treated with utmost confidentiality. This helped increase trust between the respondents and the researcher. Clients would also not be willing to be interviewed as they would feel it was a waste of their time, to curb that, clients were approached at different intervals of the day and helped on how to give their responses so that there was no interference with operations of the Huduma Centre.

### **1.8 Delimitations of the Study**

The study's focus was basically on assessing the role of Huduma Centres' integrated services project on enhancement of public service delivery in Nakuru County and it did not attempt to shift focus to the private sector. Huduma Centre has a unique service provision to the public, with all government services offered in one centralized place. The measures and rules governing the running of Huduma Centre in Kenya are unique to that sector service delivery a case of Huduma Centre in Nakuru County and it is purely confined to the County only. This study did not attempt to reach any conclusions on other counties in Kenya leave alone other countries around the world. The data for the study was collected from Nakuru County sources. The study attempted to develop a framework from existing literature on determinants of effective service delivery in as much as there were other variables which influence public service delivery, the study focused only on how to influence transparency in service delivery, enhance reliability of government services, customer service, and integrated services on long-term sustainability.

### **1.9 Basic assumptions of the Study**

It was assumed that respondents gave true information as I made sure that they were aware that the findings were purely meant for academic purposes and were not going to be used to victimize anybody. It was also assumed that the participants answered the questions in an honest and candid manner. Another assumption was that the inclusion criterion of the sample was appropriate and therefore, it assured that the participants had fully experienced the same or similar phenomenon of the study. On another perspective it was assumed that the respondents based their

responses on the importance of the professional education competencies objectively, and also that the instruments used gave reliable responses.

### **1.10 Definitions of Significant Terms**

- Public Sector:** defined as being made up of the local governments civil service and other statutory agencies created by the Government
- Huduma Centre:** is an Integrated Service Delivery (ISD) strategy that aims at the delivery of Public Services through a “One Stop Shop” Model with a great emphasis in Customer Service Excellence.
- E-government integrated service:** bringing together, fitting together government Services so that citizens can access them in a single seamless experience based on their wants and needs electronically.
- One stop shop:** source is a business or office where multiple services are offered, that is customers can get all they need in just one stop.

### **1.11 Organization of the Study**

The preliminary pages contain the cover page, the declaration, acknowledgement, the table which contains the contents, list of all the figures and also tables. For chapter one, there is an exploration of the study background, introduction, how service is provided in the public domain, the problem of the study is clearly stated, study purpose is outlined, study objectives, questions and hypotheses for the research are also highlighted. The chapter also digs deep into why the study is conducted, the suppositions that founded the study, demarcations and confines of the study, key terms are defined and also how the study is organized.

Chapter two digs into the rationale behind Huduma Centres service delivery, the service reliability of government services in Nakuru, customer service in government service delivery. Finally the chapter explores the knowledge gap and summarizes the review of thematic literature.

Chapter three looks at the design of the study, population targeted, the size of the sample and the procedure used in sampling, the instruments used for collecting data, procedure of collecting data, validity and reliability of study instruments, pilot study, techniques used in data analysis, moral considerations and finally the functioning explanation of variables.

Chapter four comprises of data analysis, findings using frequency distribution tables and interpretation of the findings. A number of aspects of the study, especially those pertaining to the research are analyzed and discussed in details herein.

Chapter five presents the summary of the findings, conclusions, recommendations and suggestions for further studies. The findings are summarized in line with the objectives of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

In this chapter literature was reviewed on the influence of transparency in service delivery, service reliability in public service, customer service in public service, and integrated services long-term service sustainability. Synthesis of literature was reviewed and research gaps were identified and finally the study provided a theoretical and conceptual framework for the study.

#### **2.2 Transparency in public service delivery**

Transparency, in a business or governance context, is honesty and openness. Transparency and accountability are generally considered the two main pillars of good corporate governance. The implication of transparency is that all of an organization's actions should be scrupulous enough to bear public scrutiny. Increasingly, the nature of social media and other communications means that even actions intended to be secret may be brought into the public's awareness, despite an organization's best efforts to keep them hidden. The significant numbers of data breaches in recent years have raised public concern about how much of their data is collected and whether it is shared with third parties. That concern has also increasingly focused on government since whistleblower Edward Snowden leaked secret NSA (National Security Agency) documents in 2013 showing that the agency collected massive volumes of the data of United States citizens.

In general, transparency is the quality of being easily seen through. The meaning of transparent is a little different in a computer science context, coming closer to meaning invisible or undetectable. A secondary meaning refers to complete predictability, as, for example, in a transparent computer system or program, output is entirely predictable from knowing the input.

Accountability has become a critical part of public governance. As a concept that originally emerged as an element of public finance management that is, computing and giving account for the expenditure of public funds, the concept of accountability now goes beyond the domain of public finance and applies to a wide array of important decisions and authorities that are responsible for making those decisions. At the centre of the concept of accountability is the checking and balancing of potential abuse of power by public officials with the objective of limiting the potential for corruption of public offices and officials. The domain of accountability has, however, expanded, through time, from the proper exercising of power to include accountability for improving the efficiency and reducing waste in carrying out public program.

Despite expansion of scope, the notion of accountability remains an amorphous concept that is difficult to define. However, broadly speaking accountability exists when there is a relationship in which an individual or body, and the performance of tasks or functions by that individual or body

are subject to another oversight, direction or request that they provide information or justification for their actions. According to Stiglitz, accountability requires that first, people are given certain objectives second, there is a reliable way of assessing whether they have met those objectives and third, consequences exist for both the case in which they have done what they were supposed to do and in the case in which they have not done so. According to Stiglitz, the political notion of accountability corresponds to economists' concept of incentives.

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

At national and sub-national level accountability can be classified according to the type of accountability exercised and/ or the person, group or institution the public official answers to. Currently, public accountability mechanisms are conceptualized by reference to opposing forms of accountability. Hence we have two main categories: Horizontal accountability refers to the capacity of state institutions to check abuses by other public agencies and branches of government, or the requirement for the agencies to report sideways. Parliament and the judiciary as the main accountability institutions can call into question, and eventually punish, improper ways of discharging the responsibilities of a given official or public institution. Alternatively, vertical accountability is the means through which citizens, mass media and civil society seek to enforce standards of good performance on officials.

This alternative approach is sometimes referred to as society driven horizontal accountability or social accountability which denotes an accountability process that relies on civic engagement whereby ordinary citizens and/or civil society organizations participate directly or indirectly in exacting accountability. While parliament is typically considered as a key institution in constructs of horizontal accountability, it is also important in vertical accountability. Citizens and civil society groups can seek the support of elected representatives to redress grievances and intervene in the case of inappropriate or inadequate action by government. In addition, through the use of public hearings, committee investigations and public petitioning, parliament can provide a

vehicle for public voice and a means through which citizens and civic groups can question government and seek parliamentary sanctioning where appropriate.

Parliament and the judiciary act as horizontal constitutional checks on the power of the executive. The role of these two institutions can be further delineated in that parliament holds the executive politically accountable, whilst the judiciary holds the executive legally accountable. The classification stem from the fact parliament is a political institution, while the judiciary can only adjudicate on legal issues. Together, they provide ongoing oversight in order to keep the government accountable throughout its term in office. They may also be aided by other institutions, such as supreme audit institutions, anti-corruption commissions, ombudsman offices and human rights institutes.

These secondary autonomous institutions of accountability are typically designed to be independent of the executive; in the case of supreme audit institutions (in Westminster parliamentary systems), anti-corruption commissions and ombudsman offices they often report to parliament while in the cases of supreme audit institutions in Francophone countries and human rights institutes, they may be part of the judiciary. Political accountability usually manifests itself in the concept of individual ministerial responsibility, which is the cornerstone of the notion of responsible government.

In the context the government, is critical to point out that the hallmark of good local governance is a people centered approach that enhances participatory development and promotes equity, transparency and accountability in the management of resources and service delivery. Such an approach would provide avenues for the citizenry to voice their views, express their interests and preferences with a view to ensuring that council decision-making, with regard to resource allocation and service delivery, is responsive to their needs and priorities. An effective oversight mechanism will require that available channels of interaction between Member of County Assemblies and citizens allow signals and preferences by the citizens to be translated into responsive policies by MCAs and plans and actions in by the appointed officials in the delivery of services. It is in this context that the study sought to assess the role of Huduma centres' integrated services project on enhancement of public service delivery in Nakuru County.

### **2.3 Enhancing service reliability in public service**

Reliability is the statistical yardstick of test measurement consistency (Cicchetti, 1994). Every observed test score is influenced by multiple sources of variability this is according to classical test theory. These can be classified into the factors that contribute to test consistency, and those which contribute to test inconsistency. The true score is achieved through a representation of

all the factors which contribute to consistency in the measurement on any test is the difference between the attained score on the test, and the error of measurement which is a representation of discrepancies between obtained scores and the corresponding true scores. In any democratic society citizens will have some basic rights as well as obligations in relation to their government and its agencies.

While measuring users' satisfaction with public sector goods and services is considered to be an important indicator to evaluate performance of service delivery in Organization for Economic Co-operation and Development countries, few measures have been put in place on the extent to which governments design their institutional framework to allow citizens' rights to be acknowledged and heard. Such a framework helps to ensure the reliability of public services by informing citizens of their rights and by providing them with channels of redress and quality assurance. Statements of citizens' rights might also promulgate basic service and process standards, e.g. the Citizens' Charter that existed in the United Kingdom. The assessment of citizens' rights recognition has become even more compelling in a context of decreasing trust in national governments and in leadership. Few countries have a common definition of patient or taxpayer rights, let alone a standardized regulatory framework for the implementation of complaint practices (OECD, 2013).

The public service and its agencies in Kenya provide hundreds of service streams. Whereas the exact count of individual streams of services remains unknown, in the absence of government process mapping, the Huduma Kenya Programme, which is in its initial stages, has chosen some 45 service streams to be delivered in the service centres. The first 26 public agencies and departments, that have started offering their services within the service centres, qualify as early adopters of the Huduma Programme innovation. These agencies and departments constitute those that have been easy to reach with information from the Huduma Kenya Programme secretariat on the operational merits, economic benefits and efficiency benefits of relocating their services to the Huduma Centres.

Notwithstanding the fact that information on the supply side of the Huduma Programme has been centrally "disseminated" from the Cabinet Summit and the Huduma Kenya Technical Committee, comprising accounting officers, principal secretaries, and Chief Executive Officers of agencies and departments, the growth in its service diversity can still be likened to the conventional innovation diffusion process that is characterized by early adopters, majority early adopters, majority late adopters and the laggards or late adopters.

With increased consolidation of more public services and migration to online platforms, the 'central signalling' of adoption of Huduma Kenya Programme services, especially on the supply



side, tends to distort the expected bell-shaped distribution in the rates of adoption. The resulting distribution is thus expected to be a right-skewed distribution curve with more public agencies and departments bringing their services at the early adoption phase. The last few laggard supply side adopters would therefore represent those departments and agencies offering complex services whose integration require more time, technological adjustments and significant capital outlay to implement.

The diffusion rate on the service demand side, that is supposed to drive uptake of services on Huduma platforms, may however depend on a lot more diverse factors such as the population distribution between urban and rural areas, proximity of the citizens to these service centres, the level of information symmetry and the expansion rate of the Programme. After looking at all those factors, the study sought to assess the role of Huduma centres' integrated services in enhancing public service delivery in Nakuru County.

## **2.4 Customer service**

Minazzi (2008) highlighted that customer satisfaction is the result of comparison between customers' expectations and customers' perceptions. In other words customer satisfaction is seen as difference between expected quality of service and customers' experience or perceptions after receiving the service. Customer satisfaction depends on such dimensions as reliability, responsiveness, assurance, empathy and tangibles and on additional elements like price, personal and situational factors that may occur during the service supply. (Bateson, Hoffman. 2000)

Citizens who have been served at the centres have lauded the quality of service provision at the centres as superior; they indicated that they felt valued and were treated with utmost respect something they never experienced in a Government Service Point before. This is a result of the high Customer Service Standards in the Centres and the modern Government service delivery model anchored on 21st century technology that includes the use of Knowledge Management Portal, Virtual Desktop Infrastructure, Ticketing & Queue Management System and Electronic and Instant Feedback Devices (Ministry of Planning, 2010).

The Huduma Kenya Programme is a huge leap in the transformation of the Public Service and this has resulted in a number of delegations visiting the Huduma Centers from across Africa to study the Programme. Delegates have been received from South Africa, Tanzania, Nigeria, Mali, Swaziland, Uganda, Gambia, Rwanda, Togo, Mozambique, Botswana, Lesotho, Malawi, Papua New Guinea. Our counterparts have applauded the impacts of the Programme that has restored the Citizenry Confidence in the Public Service and created a new Government Brand that customers associate with newness, freshness and high standards in delivery of Public services. With this kind of reactions African Co from our African Colleagues we are looking forward to sharing our

experiences and lessons learnt with fellow members of the Commonwealth especially in sub-Saharan Africa and other Emerging Economies. As members of the Commonwealth Community we are committed to its Vision of improving the lives of our Citizenry and we will take part in initiatives aimed at replicating the Huduma Kenya Concept across the Commonwealth as a means to achieve an effective and responsive Public Service that meets Global Standards and Best Practices. (Ongwae, 2013).

Customer service excellence means many things to many people and is something often noticed more by its absence than its presence. The Institute of Customer Service has a vision of an organization which delivers customer service excellence. “The organization is honest, gives good value for money, has a high reputation, meets deadlines, has quality products and services, has easy to understand processes, responds to criticism, encourages complaints and handles them well, and demonstrates that it is passionate about customers. At all levels people are respected, well trained, friendly, contactable, flexible, knowledgeable, honest, trusted, stable, involved and consistent. The perceived culture is one of professionalism, efficiency, teamwork, caring, respect, seriousness, but with a touch of fun and character.” Hardly a snappy definition but it illustrates the point. Customer service excellence is difficult to describe. But we think we know it when we experience it and we definitely know it when it’s absent.

Customer service management is full of dilemmas, questions and trade-offs. How much should you invest in employing front-line staff to prevent customers from queuing? How do you deal with peaks and troughs of demand? Is the customer really always right? This guide sets out a framework for delivering customer service excellence. It is important to note the guide is founded on a belief that good customer service is good for business. This belief is not a universal law. Some businesses with great service go bust. Some businesses with poor customer service make huge profits. Successful businesses do however share a commitment to a set of values and if you are committed to customer service excellence then this guide is for you. If business efficiencies and short term results are your masters then close the guide now and ask for your money back!

There are three main determinants of customer service excellence - people, processes and technology. Customer expectations are not always in line with an organization’s service standards. It could be that achieving the target of answering the telephone within four rings instead of eight goes unnoticed amongst the customer base but places immense pressure on staff resources at the point of service provision. It is, therefore, imperative that customer expectations are thoroughly understood prior to setting out any standards aimed at improving the customer experience.

The key to achieving consistent service across the whole organization is strong internal communications linked with a well-established induction and training programme and culture that encourages empowerment, at the same time as setting and adhering to standards, processes and

procedures. Making an effort to praise good practice and knowledge sharing is invaluable, as is regularly revisiting systems, procedures and policies to ensure they are up to date and relevant. The following seven criteria of good perceived service quality are an integration of available studies and conceptual work compiled by Christian Gronroos. They can be used as a good starting point for any service organization looking to design its customer service strategy

- Professionalism & Skills - Customers realize that the service provider, its employees, operational systems and physical resources have the knowledge and skills required to solve their problems in a professional way.
- Attitudes & Behaviour - Customers feel that the service employees (contact persons) are concerned about them and interested in solving their problems in a friendly and spontaneous way.
- Accessibility & Flexibility - Customers feel that the service provider, its location, operating hours, employees, and operational systems are designed and operate so that it is easy to get access to the service and are prepared to adjust to the demands and wishes of the customer in a flexible way.
- Reliability & Trustworthiness - Customers know that whatever takes place or has been agreed upon, they can rely on the service provider, its employees and systems, to keep promises and perform with the best interest of the customers at heart.

In service recovery customers realize that whenever something goes wrong or something unpredictable happens the service provider will immediately and actively take action to keep them in control of the situation and find a new, acceptable solution. Servicecape, customers feel that the physical surrounding and other aspects of the environment of the service encounter support a positive experience of the service process. Reputation and credibility, customers believe that the service provider can be trusted and gives adequate value for money, and that it stands for good performance and values which can be shared by customers and the service provider. Setting out service standards is an important aspect of developing a culture of customer service excellence. They help to define what a customer can expect and to remind management and employees of the challenges and obligations to which they are committed. A set of service standards should clearly set out the purposes and priorities of an organization.

A critical step in achieving customer service excellence is providing excellent service and support to the employees in your organization. Transforming an organization from a good customer service provider to an excellent customer service provider ultimately depends on the people who are providing that service. It can only happen if the people who serve on the front line buy into the concept and commit themselves to the task in hand (providing service excellence). The difference between delivering ordinary and extraordinary service is in the hands of those who represent your organization, your customer facing staff. Enthusiasm, loyalty, or devotion can't be forced on people. It only happens when employees understand the reasons behind, agree with and buy into the culture of customer service excellence to make it inherent in the organization. The levels of

customer service provided by an organization are directly dependent on the strength of the organization's internal leadership and the ability of the organization's leaders to foster a culture of customer service excellence and gain commitment to that culture throughout the entire organization.

Technology is a double-edged sword for customer service. There are twin pressures in the public sector to reduce costs and improve customer service. Many see automation as the key to delivering better service at a lower cost. By centralizing services in single point of contact centres organizations aim to reduce costs. They go further by introducing automated self-service options which they believe will reduce costs and improve customer convenience. Recent advances in technology have enabled operators to automate many processes that were previously dealt with by people. Improvements in voice recognition and call-routing technologies have led to the creation of voice-activated portals, allowing customers to perform a range of tasks, from simple bill enquiries to more complex fault diagnosis and reporting.

Rising levels of Internet and broadband penetration have led to a parallel evolution of online self-serve solutions, from bill payment to planning application tracking. But technology also drives complexity. And the simple theories suggesting technology improves customer experience have not always been delivered in practice. Although some customers undoubtedly appreciate the convenience of automated systems for routine enquiries, many still require reassurance that their problems are owned and understood. Unacceptable call answering times, untrained staff and magical mystery tours around call centres are all too common. Technology can bring tremendous benefits to enterprises and customers alike but it has to be introduced as part of an organization wide approach to change. One area where technology has overplayed its hand is Customer Relationship Management (CRM).

According to the Harvard Business Review, 'CRM aligns business processes with customer strategies to build customer loyalty and increase profits over time.' Done well CRM is a powerful tool for driving customer satisfaction, customer loyalty and corporate profitability. All too often CRM has been used as a Trojan horse for selling expensive hardware and software. CRM is no longer solely the domain of the private sector. "Citizen Relationship Management" is exploring the potential of CRM to genuinely deliver improved, citizen-centric public services which aim to raise standards of customer service delivered by the public sector. The Government is, itself, promoting the citizen-centric approach through its Transformational Government Initiative (the Government's vision of how technology should enable governments to transform the way it operates and provides services to citizens).

## **2.5 Integrated Services long-term Sustainability**

According to Stone, A. (2006), one clear impediment to new investment in Egypt, was the bureaucracy, delay, discretion and uncertainty surrounding business start-up. Egypt's bureaucracy was legendary for its size, complexity and inflexibility. A study described the process as it existed in Egypt in the 1990s as companies wanting to obtain a business license in Egypt waited up to one year while going through a hip of paperwork. All files are often lost and companies have to make special arrangements including under the table payments to obtain a license. The time spent by an individual business men to obtain the license and the associated cost cannot be readily determined. Business owners, however have to visit the various departments at different times for an average of twenty five visits to obtain a license.

Delays, discretion and lack of transparency also encouraged the practice of speed payments where bureaucrats would demand, or investors and their agents would willingly offer informal payments to obtain a quick approval. The idea of creating a One- Stop-Shop in Egypt dates back to 2001, it targeted at improving the Egyptian economy by improving service delivery to investors who were in Cairo the heart of the Egyptian economy. At that time Egypt had complex registration and licensing procedures which did not favour investors. This was after a study was carried out by the Ministry of State for Administrative Development. The study suggested enormous delays in service deliveries by officials. It also indicated unproductive process oriented and sometimes corrupt bureaucracy.

Another study to verify these findings was also done by the General Authority on Investments and Free zone (GAFI). The findings proved that administrative procedures were too numerous and time consuming, many were redundant and some were inconsistent with each other. Consequently, the Egyptian government in June 2001 decided to establish a one-stop-shop (OSS) that would bring officers from all government entities to one place. The aim was to make the Government service customer and results oriented by upholding high integrity and productivity. Other countries where the OSS of public service delivery has worked and considered reasonably successful include Singapore through their Economic Development Board (EDB), Malaysia through system Malaysian Industrial Development Authority (MIDA) and Ireland through the Industrial Development Authority (IDA).

For the last 20 years, Kenya's civil service has undergone a number of changes. Some of these changes include employee rationalization whose intention was to reduce the wage bill, improve performance, structural adjustment programme (after aid cuts), and the institutionalization of results-based management. From the year 1993 to 2002, the Government retrenched more than 100,000 civil servants but it created a very negligible impact on the effectiveness or efficiency of

the civil service. The Government then introduced results-oriented management whereby by 2005 nothing much had come out of it. Later, between the year 2006 and 2008, the Government decided to shift the public service towards a results-orientation approach by introducing and facilitating the development and management of a holistic Results-Based Management system through the Results for Kenya programme. The aim was to enhance efficiency in performance in all government ministries, departments and agencies. It also meant to change the negative image of the public service.

United Nations Development Programme (UNDP) in 2009 supported the Kenyan government to improve on public sector reforms to focus on national transformation. Before then, the Government spearheaded institutionalization of results-based management in the public service but currently the focus is on transforming public service delivery through building partnerships. These efforts were boosted after the promulgation of the new Constitution of Kenya in 2010. The Rapid Results Initiative according to the UNDP (2006), is making a widespread difference and is offering lasting solutions in Kenya's public service sector. It provides change socially that a village, government office or business will choose and try to accomplish in just hundred days. The Rapid Results approach, was launched in more than thirty eight ministries, one hundred and seventy five local authorities and more than ten State corporations, has improved service delivery upwards in several areas, such as the processing and passports issuance, national identity cards and birth certificates, Company Registry, under the State Law Office as an example. Rapid results approach has improved staff and customer satisfaction levels by 80 per cent in about 100 days. This reduced the time taken to register businesses from three weeks to one day and has helped reduce a backlog of 500,000 Annual Returns and other documents.

At the Ministry of Immigration and Registration of Persons, the number of days it takes to receive passports in Nairobi, Kisumu and Mombasa has reduced from 30 to 20 days in 100 days. In addition, the number of uncollected identity cards had reduced by 50 per cent, from 195,479 to 100,368 in the eight districts hosting provincial headquarters in 100 days thanks to Rapid Results Initiative (UNDP, 2006).

In November 2013 the Government of Kenya established Huduma Centres where citizens can obtain their passports, identity cards, Kenya Revenue Authority personal identification numbers, land title deeds, and driving licences without having to travel to the head office in Nairobi to get the services. It is expected that every civil servant whose role is to provide services such as education, healthcare, housing and other public services, will efficiently do so. Among other changes to be introduced in the public service include introduction of one stop Huduma Service Centres to provide customer services to citizens from one location, online e-Huduma web portal to provide integrated services offered by various government ministries, departments and agencies and

a unified and integrated channel Huduma payment gateway to facilitate ease of payment for government services.

Others are introduction of m-Huduma platform which offer M-Government services to citizens from their mobile phones and a Huduma call centre to respond to customer service using a single dialling prefix. Through the Huduma Kenya platform, the government aims at enabling citizens to access integrated public services through computers and personal digital assistants (PDA). The new portal is also expected to enhance service delivery and eradicate graft loopholes. Tenders and vacancies in the public service are also expected be accessible on the platform. Users will also be able to directly put up their comments, complements and complaints regarding government services. In view of the above the study sought to assess the role Huduma centers' integrated services on enhancement of public service delivery in Nakuru County more so on sustainability in the long term.

## **2.6. Quality of Service Delivery**

Extraordinary quality of service is a key achievement factor in service businesses because it adds immensely to customer gratification (Fick & Ritchie, 1991; Johns & Karatepe, 2004). Moreover, loyal clienteles are expected to buy extra services, spread affirmative word-of-mouth, pay greater prices and can also improve the service proficiency due to the knowledge curve effect (Reichheld & Sasser, 1990). A worthy quality service is measured as one which surpasses or meets customer's anticipation of the service (Parasuraman, Zeithaml & Berry, 1985). Service quality is usually referred to as the whole assessment of a service by the clienteles, (Eshghi, Roy & Ganguli, 2008) or the extent to which a service meets customer's desires or hopes, (Asubonteng, McCleary & Swan, 1996). Therefore, service quality involves the general outlook or judgment, relating to the pre-eminence of the expected service by the consumer and it explicitly encompasses appraisals of the what the purchaser really receives from the service (outcome) and the style in which the services are provided (procedure of service provision). Thus Gronroos (1990) and Smith and Houston (1982), Parasuraman, et al., (1985, 1988) theorized and operationalized quality of service as the variance between purchaser's observations of 'what they get' and expectations of 'what they want'.

When the customer desires are met at their predictable level, they can either tip to customers retention, lure of new ones, improvement of corporate appearance, progressive word-of-mouth endorsement and above all guarantees viability and existence, (Ladhari 2009; Negi, 2009). Serious elements of quality of service recognized are; anticipation of the consumer which is seen as whatever they feel service provider would offer, which is subjective to their individual desires, previous involvement, service suppliers communication and word-of-mouth, (Parasuraman et al., 1985). Customers' performance perception is what they experience, (Parasuraman, Zeithaml & Berry, 1988). According to Douglas and Connor, (2003) and Ladhari, (2009), the immaterial

features of a service (perishability, inseparability and heterogeneity) are the serious causes impelling quality of service observed by a customer. It implies that a service needs to be clear from the provider in terms of its physiognomies so that the provider can appreciate how service quality is observed by customers.

While measuring service quality, several authors have identified and documented a number of dimensions they used. Barnes and Vidgen (2002) identified five e-service quality dimensions; information, usability, trust, empathy and design. Santos (2003) identified a number of determinants of the quality of e-service including appearance, ease of use, layout and structure, linkage, reliability, content, efficiency, communication, support, incentive and security. Wolfinbarger and Gilly (2003) identified four e-quality dimensions; reliability/fulfillment, customer service, security/privacy and website design. Ribbnink, van Riel, Liljander and Straukens (2004) identified five e-service quality dimensions; customization, ease of use, responsiveness, e-scape (i.e. web site design) and assurance. Lee and Lin (2005) identified five e-service quality dimensions; responsiveness, website design, trust, personalization and reliability. Quality service is accepted as a tool of strategic importance since it helps in achieving efficiency and business performance enhancement (Sanjay & Gupta, 2004). Thus it is considered very important because it points to profitability, reduced costs, greater customer satisfaction, loyalty and retention. Studies that concentrated on quality of service argue for diverse viewpoints especially regarding relationship. Some consider that service quality enables gratification (Negi, 2009; McDougall & Levesque, 2000) while others opine that gratification tips to service quality (Cronin & Taylor, 2002).

### **2.6.1. Measuring effectiveness**

Many public sector organizations regularly conduct large-scale market research exercises to collect information on customer attitudes to service provision. One difficulty with this approach is that such customer satisfaction surveys tend to focus on customer perceptions of service delivery whilst being unable to uncover the underlying expectations of that particular service. The result being that a selection of one dimensional statistics is produced which are difficult to analyze and do not provide sufficient contextual information to enable service managers to use them in any meaningful way.

The SERVQUAL instrument developed by Parasuraman, Zeithaml and Berry in 1988 provides a model for customer research which enables the service provider to measure customer expectations and customer satisfaction whilst at the same time uncovering customer priorities and service quality gaps. In terms of the criteria used by the SERVQUAL instrument, the originators of SERVQUAL believe that there are five broad dimensions of service quality that are applicable to any service organizations: Tangibles: physical facilities, equipment, personnel, communication



material; Reliability: the ability to perform the promised service dependably and accurately; Responsiveness: the willingness to provide appropriate service and generally to help customers; Assurance: the knowledge and courtesy of employees and their ability to inspire trust and confidence; Empathy: the caring, individual attention organizations are able to provide the customer. The original SERVQUAL instrument consists of 22 statements, each of which is related to one of the five major dimensions. Each statement appears in two forms: one designed to measure customer expectations about organizations in general in the service area being examined and the other to measure customer perceptions about the particular organizations whose service quality is being assessed.

The perceived service quality, or gap, score is calculated for each statement. A negative score implies a level of service quality from the organization under examination which is below that expected by the customer of a service provider in this industry. Similarly, a positive gap score implies that the service provider is exceeding expectations in that particular area. In short the SERVQUAL instrument facilitates: the identification of those dimensions where expectations are being exceeded and those where they are falling short, the analysis of service quality over time to assess the impact of specific quality initiatives, the comparison of service quality between competing service providers, the analysis of different parts of the same service provider, the analysis of perceived service quality by different customer groups SERVQUAL provides organizations and their decision makers not only with information on customer perceptions of current service delivery but also on their expectations, thus enabling a closer matching of service delivery to expectations and needs. When conducting research measure the right things, not the easiest things. Ask whether the results will be useful, whether they will lead to actions being taken, whether they are really relevant to the improvements you are trying to make? The elements which are absolutely essential to measure are customer expectations and satisfaction and employee expectations and satisfaction. Once you have these results don't just put them to rest content with a job well done - use the results to inform improvements in service delivery

## **2.7 Theoretical framework**

Contemporary public management theory is broadly encapsulated within the New Public Management (NPM) paradigm. The genesis of this body of theory has been well-analyzed elsewhere (for example, McLaughlin et al., 2009; Thomas, 2012). It arose as a response to three lines of critique of the traditional public administration premise of the "politics administration dichotomy" (Svara, 2008). The first of these queried the enactment of this dichotomy in practice (Pressman, 1975; Vroom & Yetton, 1973), the second presented a critique of public officials as primarily a self-serving elite that put their own needs above those of citizens (Cole & Caputo 1984)

and the final one presented public administration as an inefficient and ineffective means by which to allocate public resources (Osborne & Gaebler, 1993).

The other strand of NPM ideas emphasizes markets and competition which include contracting out and adopting private sector styles of management practice. It can also be defined as a set of particular management approaches and techniques which are mainly borrowed from the private sector and applied in the public sector. It is also perceived as an ideology based on belief in the efficacy of markets and competition, business-like management ideas and practices (Ferlie et al., 1996; Thynne, 2003). Even though NPM provides transparency for the public sector, it can nonetheless lead to corrupt practices (Barberis, 1998). Doig (1997) argued along the same line that in rich countries, NPM can undermine ethical standards and lead to corruption. To illustrate the point, Minogue (2001a) also noted that increased managerial autonomy has brought blurred accountability and higher risk for public managers to become corrupt while Ormond and Loffler (2006) contended that increased freedom of management within public sector organizations allows more opportunities for unethical behaviour. Another ethical issue about NPM involves contracts. Hughes (2003) pointed out those contracts are supposed to offer improvement in accountability; however, contracts with government are often kept secret for reasons such as commercial research. Thus, there is no transparency in terms of practice.

### **2.7.1 Criticisms of New Public Management in developing countries**

Firstly, Polidano (1999) argued that the NPM does not suit developing countries since governments in these countries may lack the necessary expertise and have unreliable information systems. Polidano (2001) and Caiden and Sundaram (2004) noted along the same line that developing countries have lacked the resources and managerial capacity to adopt rather sophisticated NPM reforms, although countries like India have supported the reorientation of government role and menu of options for providing various functions and services, often extending beyond the original vision of NPM. Secondly, while the NPM principle of decentralization has diffused from rich countries into developing countries, governments in developing countries often retain centralized decision making. Leading public managers still have authority to make all decision within their organization. This centralized decision making can generate its own pressure for arbitrary action and corruption (World Bank, 1997). A supporting view is provided by Polidano and Hulme (2001) who claims that public management in developing countries is afflicted by corruption and nepotism and that such practices may hinder NPM implementation. NPM may not be useful for public sectors in developing countries that have been greatly affected by corruption (Bale and Dale, 1998).

Thirdly, Hughes (2003) argued that it is difficult for the government in developing countries to move to contractual arrangements for the delivery of service because the necessary laws and the enforcement of contract are not well established. If informal norms have long deviated significantly from formal ones (with regard to personnel practices, for example), simply introducing new formal rules will not change much. Where specialized skills are in short supply, performance contracts and other output based contracts for complex services may absorb a large share of scarce bureaucratic capacity to specify and enforce them (World Bank, 1997). It seems difficult for developing countries to move away from the bureaucratic system. Hughes (2003) pointed out that this old model of organization allows favoritism and patronage.

Fourthly, as mentioned earlier, an aspect of NPM that useful for one developing country might not be useful for other developing countries. Turner and Hulme (1997) have explained this when writing about efforts to impose standardized reform package in the 1990s. They pointed out that whatever the reasons-naivety, historical and environmental blindness, or ideology a powerful international lobby is promoting a 'one size fits all' approach to public sector reform in spite of the evidence accumulated from organizational and management theory and from empirical study that the outcomes of planned changes in organizations are conditioned by many contingent factors, especially those in the organization's environment.

Fifthly, another explanation for the inappropriateness of NPM involves public expectations of government in developing countries. Manning (2001) indicated that public expectations of government in those countries are different from those found in OECD countries. He contends that 'public expectations of service quality from government in many developing countries are justifiably low, with the consequences that citizens are unlikely to feel that complaints are worth the effort' (Manning, 2001). It is difficult for developing countries to succeed in implementing NPM unless citizens in developing countries are motivated to complain about their local service. Sixthly, Schick (1998) criticized the introduction of performance-based mechanisms of accountability by pointing to the existence of a sharp dichotomy between the formal and informal rules of the game in developing countries and the predominance of the informal realm which is non-bureaucratic. He argues that the rules which actually guide people's behavior may be different from those which are written down. Therefore, contractual mechanisms of accountability may have little impact since they are in the formal realm. A classic example of informality subverting contractual mechanisms in Ghana is provided by Christensen and Laegreid (1998). The country attempted to improve the performance of its state-owned enterprises through contracts which proved ineffectual, owing, among other things, to the political connections of managers.

Finally, the NPM commitment to privatization may be difficult to manage in developing countries because those countries may not have the administrative capacity to undertake this complex task successfully (Haque, 2005; World Bank, 1995). Moreover, there are circumstances in which privatization will inevitably mean foreign ownership or ownership by one particular ethnic group which may cause a risk of societal cohesion (Hughes, 2003). An example of failures in privatization is provided by the World Bank (1995). Guinea privatized 158 public enterprises between 1985 and 1992, but this change proceeded without a clear programme or legal framework; procedures for competitive bidding and accounting were not made clear; assets were often sold for much less than their value; and successful bidders were offered terms which sometimes included monopoly licenses and the like.

In developing countries, Manning (2001) noted that rather than a single option, NPM provides a menu of choices. NPM is compared to a menu of techniques and developing countries are experimenting with some items on the NPM menu (Andrews, 2003; Batley and Larbi, 2004; Caiden and Sundaram, 2004; Turner, 2002; Polidano, 1999; Manning, 2001; Schacter, 2000). However, NPM has not yet become the only public management paradigm in developing countries since the organizing principles of bureaucracy have not been substantially replaced by the market-based principles of NPM. Manning (2001) emphasized that most government functions in developing countries are still executed by vertically integrated bureaucracies.

In relation to developing countries in Southeast Asia, Turner (2002) provided degrees of NPM adoption in order to demonstrate divergence and a variety of NPM initiatives within a particular region. Turner utilizes the metaphor of three contrasting diners faced with a menu of NPM dishes to characterize the countries in Southeast Asia. He identifies an enthusiastic diner, a cautious diner and one unfamiliar with the menu. Singapore and Malaysia are classified as enthusiastic diners since they have long term experience in producing public bureaucracies capable of learning and adapting from success elsewhere; while Philippines, Thailand and Indonesia are linked to cautious diners because decentralization and privatization are evident in these states but only minor changes have occurred within the central agencies and performance regimes are little developed. These states are willing to experiment with only a few selected items from the NPM menu.

The final category of the diner who is unfamiliar with the menu consists of Vietnam, Laos and Cambodia. These states have not built capacity and systemic processes to initiate NPM and are reluctant to experiment although all have public administration reform programs. From these degrees of adoption, a similar metaphor sees NPM as 'a shopping basket' and developing countries

as the shoppers. Each country may choose different items from the basket for different reasons (Pollitt, 1995). Implementation in various developing countries shows that these countries may build on national and local circumstances, taking into account the organizational diversity within their countries. Thus, a certain reform concept might work in one policy sector but not necessarily in another, due to difference of organizational structures and cultures (Holmes, 1992; Ormond and Loffler, 2006).

The basic principles of NPM are and can best be described when split into seven different aspects elaborated by Christopher Hood in 1991. Hood also invented the term NPM itself. They are the following: Management: Because of its belief in the importance and strength of privatizing government, it is critical to have an emphasis on management by engaging in hands-on methods. This theory allows leaders the freedom to manage freely and open up discretion. Performance standards: It's important to maintain explicit standards and measures of performance in a workforce. Using this method promotes clarification of goals/intent, targets, and indicators for progression.

Output controls: The third point acknowledges the "shift from the use of input controls and bureaucratic procedures to rules relying on output controls measured by quantitative performance indicators". This aspect requires using performance based assessments when looking to outsource work to private companies/groups. Decentralization: NPM advocates often shifted from a unified management system to a decentralized system in which managers gain flexibility and are not limited to agency restrictions. Competition: This characteristic focuses on how NPM can promote competition in the public sector which could in turn lower cost, eliminate debate and possibly achieve a higher quality of progress/work through the term contracts. Competition can also be found when the government offers contracts to the private sectors and the contract is given in terms of the ability to deliver the service effectively, quality of the goods provided, hence this will increase competition because the other private sector which did not get the contract will make strides to improve the quality and ability thereby facilitating competition.

Private-sector management: This aspect focuses on the necessity to establish short-term labor contracts, develop corporate plans or business plans, performance agreements and mission statements. It also focuses on establishing a workplace in which public employees or contractors are aware of the goals and intention that agencies are trying to reach. Cost reduction: The most effective one which has led to its ascent into global popularity focuses on keeping cost low and efficiency high. "Doing more with less" moreover cost reduction stimulates efficiency and is one way which makes it different from the traditional approach of management. In this research proposal, new public management theory is used to underpin the study. New Public Management

(NPM) is an approach adopted to manage decay and inefficiencies of the old institutions especially those that were rigid and bureaucratic that cause inefficiency and ineffectiveness in service delivery including lack of accountability and rampant corruption (Gumede and Dipholo, 2014) in order to enhance fairness, equity, due process and public participation. The theory compliments the objectives of e-government which is to improve the overall performance of the public sector.

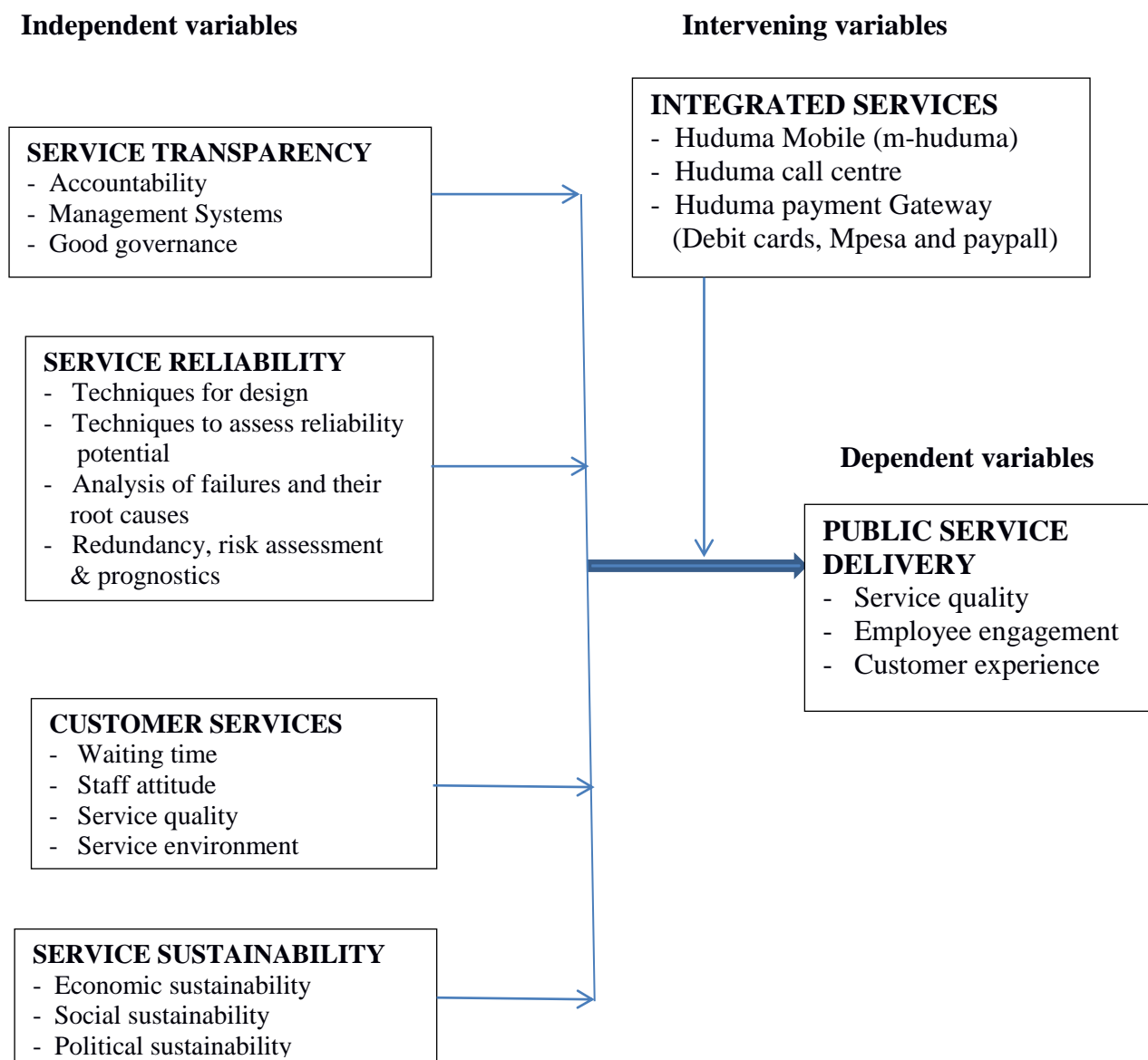
NPM gained popularity as governments sought to lower costs, provide better service, contain deficits, and incorporate new technologies (Lindquist, 2006), objectives that e-government can help achieve eGovernment and NPM are thus seen as complementary, with the former offering a means to enforce the latter. Thus, e-government can be interpreted as a reform element that supports the idea behind the NPM to promote customer orientation, a culture of trust, collaboration and openness.

In Kenya, reforms have been undertaken to overhaul administrative system to better serve the needs of both government and the citizenry with improved delivery of public services to reduce poverty, improve livelihoods, and sustain good governance. The reforms evolved and culminated in the notion of reengineering of the public sector in the context of public sector transformation, drawing on elements of the New Public Management to increase efficiency, effectiveness and encompass client-oriented, mission driven, and quality-enhanced management intended to better serve the needs of both government and the citizenry with improved delivery of public services to reduce poverty, improve livelihoods, and sustain good governance (Hope, 2012). Thus, by making government more accountable and transparent through New Public Management, public services can be enhanced through e-government to achieve the same standards envisaged (Cordella, 2007).

New Public Management proposes reforms to redefine managerial and governance practices in the public sector while e-government improves the internal and external performance of the public sector. Therefore, e-government is based on the changes which were initiated by the New Public Management. Thus the theory will underpin this study for its cardinal postulate that modern government should be customer oriented, competitive and result oriented in relation to the study it sought to assess the effectiveness of Huduma centers' integrated services project in enhancing public service delivery in Nakuru County.

## 2.8 Conceptual framework

**Figure 2.1 - Conceptual framework**



### 2.8.1 Conceptual framework

The conceptual framework is anchored on public value theory. The public value theory was developed by Moore (1995, 2003) as a framework for guiding strategic management in public sector organizations. Public value theory posits that government investments must deliver what is valuable to the public (Benington, 2011). According to Moore (1995, 2003), since the objective of private sector organizations is to generate private (economic) shareholder wealth, the goal of public sector organizations (governments and their departments) is to generate public (social) worth. Thus, public value refers to the worth, advantage or benefit that an individual or entity gives to society. Public value theory holds that government should provide services that the public values (Moore, 1995, 2003; Benington, 2011).

In this research the independent variable is effective service delivery; to attain this we have our dependent variables which are: customer service which is determined by the waiting time, staff attitude, service quality, and service environment. We also have service reliability which can be measured through, techniques for design, techniques to assess reliability potential, analyzing of failures and their root causes, redundancy, risk assessment and prognostics. Services sustainability can be attained economically, socially and politically. Transparency in service delivery can be attained through accountability, good management systems and good governance. The intervening variable in this case, is integrated services between dependent variables which will enhance effective public service delivery.

## **2.9 Knowledge gap**

Huduma Kenya is ‘all in one place’ methodology delivery of service. A service delivery point affects the quality and efficiency on service delivery. A good system provides services at places that are acceptable and satisfying to recipients of services (Jones & Gessaman, 1974). Managers have a responsibility to document evidence and make decisions based on this performance. Gaps exist as to what extent information related to performance is used in strategic decision making (LeRoux & Wright, 2010). Bloom and Van Reenen (2010) argue that the persistent firm and country level productivity differences is a reflection of management practices differentials.

Service delivery contract does not only involve just allocating service providers’ responsibilities for service production but also management responsibilities delegation including monitoring and evaluation of the service quality. The Gestalt- Field Behavioral Theory that behavior is acquired through learning, that a human receives external data passively. Leadership Theory according to Mintzberg (1973), has interpersonal roles that scale up to ten but are different though closely related. Bounded rationality model of making decisions, that the manager usually has incomplete info and making the best decision may not be a necessary requirement. The literature so reviewed does not provide a link between determinants of effective public service delivery and Huduma Centre creating a knowledge gaps to be filled.

Most of the studies that have been reviewed in this paper focus on consumer satisfaction and quality of service. In particular majority of the studies have been done at private enterprises. In this regard there exist gaps which this study seeks to fill. Study came up with findings which focused on the role of Huduma Centres’ integrated services on enhancing public service delivery in Nakuru County where by many studies have not focused on.



## **2.10 Summary of literature review**

In this chapter literature was reviewed on how to influence transparency in service delivery, enhance reliability of government services, customer satisfaction in government service delivery, change management on service delivery at Huduma centers, and integrated services long-term sustainability. Specifically synthesis of literature is done and research gaps are identified and finally the study provides a theoretical and conceptual framework for this study.

We have a theoretical framework which looks into the New Public Management theory how it started its criticisms and how it is relevant to the Kenyan Public Service and particularly in Huduma Centres introduction. We have the conceptual framework which seeks to identify the independent and dependent and intervening variables and how they related to each other. We also have the knowledge gap which shows how the study is going to fill the untouched areas in the research projects which have already been done. We have the summary of the literature review which is an overview of what has been discussed in chapter two.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter outlines the methodology of research used in collecting, analyzing and presenting data. It deals with the research design, target population, sample size and sampling procedure, data collection instruments, data collection procedure, validity and reliability of research instruments, pilot study, validity, reliability, data analysis techniques, ethical considerations and finally the operational definition of variable.

#### **3.2 Research design**

Kothari (2004) citing Selltitz, et al. (1962) defines research design as the pre-organization of state of affairs for both analysis of data and data collection in a way that it targets combining the significance of the purpose of research with frugality in routine. Research design is also the theoretical procedure in which the study is done systematically; it comprises of the proposal for measurement, collection and analysis of data. Research design as an approach to gather data is two pronged thus; communication and observation steps. Observation is the full gamut checking of social and non-social activities like listening, touching and smelling, reading and data collection via sight. Put in another way, the information is gotten by the researchers' direct sight without asking the subjects.

Cooper and Schindler (2003), asserts that the communication dimension uses the survey of people and response recording for onward analysis. It's a reliable method for getting to know on expectations, attitudes and intentions. All the aforementioned characteristics can effectively be measured by a questionnaire. The questionnaire is the most considered when collecting survey data. The communication approach was deemed fit for collecting survey data for this study (Cooper and Schindler, 2003). The study used descriptive survey approach to collect data.

Descriptive survey is preferred because it assures description of the situation in totality without bias in data collection (Kothari, 2008). I used an interview schedule because I had a set of questions with structured answers to guide the interviewer as clients did not have time to fill in questionnaires for me. This is because it gave more responses, it gathered accurate information, free from biasness, personal contact between the interviewer and the respondent, more difficult situation can be studied and it can be used in the situation where by the respondent is not able to write and read.

#### **3.3 Target population**

A population can be referred to as the entire set of relevant units of analysis, or data. It can as well be referred to as the "aggregate of all cases that conform to some designated set of

specifications, Isidor Chein, 1982, pp 419{ Isidor Chein, ‘An Introduction to Sampling’, in Claire Selltiz,et al., Research Methods in Social relations, 4th ed.(New York: Holt, Rinehart and Winston,1981), p.419. A population may be either finite or infinite. A finite population contains a countable number of sampling units, for example, all registered voters in a particular constituency in a given election year. An infinite population, on the other hand, consists of an endless number of sampling units, such as an unlimited number of stars in the sky. Nakuru Huduma Centre serves approximately 1,000 customers per day (hudumacentre.or.ke).

### 3.4 Sample size and Sample selection

Yamane (1967) provides a simplified formula to calculate sample sizes. This formula was used to calculate the sample sizes. A 95% confidence level and P=0.05 are:

$$n = \frac{N}{1 + N(e)^2}$$

n represents the sample size. N denotes the population size, and e is the level of precision

$$\begin{aligned} n &= \frac{N}{1 + N(e)^2} \\ &= \frac{1,000}{1 + 1,000(0.05)^2} \\ &= \underline{\underline{286}} \end{aligned}$$

### 3.5 Research instruments

The research employed both secondary and primary data as the sole source of data collection. The researcher aimed at gathering primary data by the use of open and closed ended questions through the use of questionnaires and interview schedules which were self-controlled. Literature based on Kothari (2004), primary data is a firsthand data collected first time, and therefore happens to be unique in nature. While secondary data for the topic under study was gathered from the organization (Huduma Center) website and offices.

#### 3.5.1 Piloting of the instrument

Cooper and Schindler (2011) argue that for detection of design and instrumentation a pilot test is warranted. The pilot test provides priori data for determination of sample for the study. In the pre-test 10% of the entire sample size was used (Mugenda &Mugenda, 2003) which translated to eleven respondents.

### **3.5.2 Validity of the study instruments**

Validity according to Mugenda and Mugenda (1999) is the precision and faithfulness of inferences referred based on the research findings. Representation of the variables was done in tandem with what the data analysis actually portrayed from the study. Also validity may imply the extent through which theory and evidence support the clarification of the outcome gotten by use of tests. It is the degree to which results obtained from analysis of the data actually represent the phenomenon under study.

This study used construct validity which refers to the extent to which a test measures the concept or constructs it is intended to measure. Construct validity is related to generalizing. A valid instrument should accurately measure what it is supposed to measure. The questionnaires were validated through the use of experts (supervisors) inputs to help improve the content and clarity of the questionnaires.

The research instruments were also pretested by issuing them to ten respondents twice at different intervals. The selected respondents were not included in the study because they are similar to the samples in the actual study. A comparison of the feedback was checked to ensure that the instruments yield same results and to ensure that the data obtained was a true reflection of the variables under study. This process ensured validity, clarity and consistency of the measuring instruments with the main objectives of the research.

### **3.5.3 Reliability of the study instruments**

Reliability is defined as the ability of a research instrument to obtain similar results when used in similar settings over time. A research instrument is therefore said to be reliable if and only if repeatedly used gives similar outcome (Mugenda & Mugenda, 1999). An instrument which is reliable is consistent and dependable and yields results which are in agreement with the first application when used twice (Nachmias, 1996). In determining reliability of the instrument, the researcher carried out a pretest by issuing ten (10) questionnaires to employees at Nakuru Huduma center and the data obtained were entered into the Statistical Package for Social Science research (SPSS) program to test the reliability of the instrument used. Cronbach's Alpha Coefficient test was used to show whether the instrument was designed to accurately measure the variable of interest. The rule of the thumb is that, a score of more than 0.7 is acceptable. In this case, the findings showed all the scores had value above 0.7 implying that the instrument was reliable for the study.

**Table 3.1 - Cronbach's Alpha reliability Coefficients**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>N of Items</b>
Transparency	0.79	10
Reliability	0.89	10
Customer satisfaction	0.78	10
Sustainability	0.72	10

### **3.6 Data collection procedure**

The research employed both secondary and primary data as the sole source of data collection. The researcher aimed at gathering primary data by the use of open and closed ended questions through the use of questionnaires which were self-controlled and interview schedules. Literature based on Kothari (2004), primary data was a firsthand data collected first time, and therefore happens to be unique in nature. While secondary data for the topic under study will be gathered from the organization (Huduma Center) website and the offices. A mandatory requirement of a research permit is vital before undertaking the research. I obtained my research permit and letter of authority from, the National Commission for Science, Technology and Innovation. Section 17 (1) of the said state department Act, 2013 requires all persons intending to undertake research in the county to apply to the Commission for the grant of a research license.

### **3.7 Data Analysis Techniques**

Statistical Package for Social Sciences (SPSS) version 23.0 was used to analyze data from the questionnaires by use of descriptive statistics. The software enhanced vast data handling and various statistical analyses (Muijis, 2004). Tables, means and frequencies were generated and used to analyze and draw conclusions from the data. This enabled findings to be interpreted.

### 3.8 Operationalization of Variables

**Table 3.2 - Variables**

<b>Objectives</b>	<b>Independent Variables</b>	<b>Indicators</b>	<b>Measurement scale</b>	<b>Data Analysis</b>	<b>Tools of analysis</b>	<b>Specific Tool</b>
To determine if Huduma Centres enhance customer service in public service delivery in Nakuru Town	Customer Service	Waiting time, staff attitude, service quality and service environment	Nominal and Scale	Descriptive and Explanatory	Central tendency, dispersion and association / relationship	Mean, standard deviation, correlation analysis
To establish the role of Huduma Centres in transparency in service delivery in Nakuru Town	Transparency in service delivery	Accountability, management systems and good governance	Nominal and Scale	Descriptive and Explanatory	Central tendency, dispersion and association / relationship	Mean, standard deviation, correlation analysis
To assess if Huduma Centres enhance reliability of government services in Nakuru Town	Enhancing reliability	Techniques for design, assessing reliability potential, failures and root causes, redundancy, risk assessment and prognostics	Nominal and Scale	Descriptive and Explanatory	Central tendency, dispersion and association / relationship	Mean, standard deviation, correlation analysis
To evaluate the role of Huduma Centres integrated services in long-term sustainability in Nakuru Town	Service sustainability	Economic sustainability, social sustainability, political sustainability	Nominal and Scale	Descriptive and Explanatory	Central tendency, dispersion and association / relationship	Mean, standard deviation, correlation analysis

### **3.9 Ethical Considerations**

Ethical consideration is a cornerstone for conducting an effective and meaningful research; this helped to ensure that no one was harmed as a result of the research activities. Due to the normally sensitive relationships between the researcher, or a team of researchers, and the respondents or interviewees, reasonable safeguards were built during the field work study, that were based on appropriate ethical requirements and measures. Permission from the University of Nairobi in the department of extra mural was obtained for the researcher to collect data. The researcher also got a permit from National Commission for Science, Technology and Innovation (NACOSTI) as a requirement before collecting data. Data collection subjects were carefully informed, in a covering letter and in a statement to protect human subjects. These included, the purpose and data collection method, assurance of subjects' anonymity and confidentiality, subjects' voluntary participation in this study. The study used the collected data purely for academic purposes, and the study avoided manipulation of the collected field data by the researcher during the data analysis and presentation stage.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION. AND INTERPRETATION

#### 4.1 Introduction

In this section, the study presents data analysis, findings using frequency distribution tables and interpretation of the findings. To achieve this, a number of aspects of the study, especially those pertaining the research objectives and conceptual framework out of which the structured questionnaire and interview schedule were derived were analyzed and discussed in details herein.

#### 4.2 Response rate for Huduma Centre respondents

Response rate in a research context refers to the extent in which the collected set of data incorporates all sample members of the targeted population (Kothari, 2008). Response rate is calculated by the number of questionnaires collected or the number of people who were interviewed and completed divided by the number of the entire sample. In this study, data was collected from staff members of Huduma Centre Nakuru located within Nakuru Town using structured questionnaires and interview schedules for clients who visit Huduma Centre. The table below 4.1 shows the response rate for both staff and clients at Huduma Centre.

**Table 4.1 - Response rate**

<b>Data Collection</b>	<b>Number of</b>		
<b>Instruments</b>	<b>Respondents</b>	<b>Sample size</b>	<b>Percentage</b>
Questionnaires	30	40	14%
Interview Schedules	203	246	86%
<b>Total</b>	<b>233</b>	<b>286</b>	<b>100%</b>

The study presented forty questionnaires to the respondents and two hundred and forty six interview schedules to clients. Out of forty questionnaires issued thirty questionnaires were fully filled and returned, representing a fourteen per cent response rate; while out of the two hundred and forty six interview schedules, two hundred and three interviewees were successfully interviewed, representing an eighty six per cent response rate. According to Mugenda and Mugenda (2003), a response rate of above 50% is adequate for analysis; hence, at fourteen per cent and eight six per cent the response rates from both the employees and clients of Huduma Centre was considered to be excellent for a credible analysis.

#### 4.3 Demographic characteristics of the employees at Huduma Centre

This section focuses on the gender, age, highest of academic qualification, position held, years of service. This information is fundamental for the study since it helped in testing the



appropriateness of the respondents in answering the questions posed to them regarding the role of Huduma Centres' integrated services on enhancement of public service delivery, in Nakuru Kenya.

#### 4.3.1 Distribution of the respondents and interviewees by gender

This study sought information on the gender for the interviewees. The study unveiled that majority of the respondents in this study were female 12(60%), while 18(40%) were male. This means that majority of the staff working Huduma center in Nakuru were females and therefore efforts need to be put to equalize the gender proportion of staff in this center as shown in Table 4.2.

**Table 4.2 - Distribution of the respondents by gender**

	<b>Frequency</b>	<b>Per cent</b>
Male	12	40%
Female	18	60%
<b>Total</b>	<b>30</b>	<b>100%</b>

#### 4.3.2 Highest level of academic qualification of the respondents and interviewees

The study sought to establish the level of academic qualifications of the staff respondents in order to gauge and determine their capabilities and competency in service delivery in public sector enterprise. This result is shown in Table 4.3.

**Table 4.3 - Highest level of academic qualification of the interviewees**

	<b>Frequency</b>	<b>Per cent</b>
Certificate	9	30%
Diploma	11	37%
Bachelor's Degree	6	20%
Master's Degree	4	13%
<b>Total</b>	<b>30</b>	<b>100%</b>

Out of thirty respondents thirty per cent (9) of the respondents had a Certificate as the highest level of qualification, thirty seven per cent (11) had a Diploma as the highest level of qualification, twenty per cent (6) had a Bachelor's Degree as the highest level of qualification, while only thirteen per cent (4) had a Masters' Degree as the highest level of qualification. This clearly demonstrated that the workforce at Huduma Centres had diverse academic qualifications, which is essential for service delivery. The findings are in line with those of Saunders (2007) who believes that successful functioning of organizational structures and effective operation of planning control systems is dependent on the quality and ability of staff employed. According to him,

strategic plans should include information on the acquisition, development, use and reward of human assets. He also advocates that all employees need broad and continuous education and training, which should be skill and process-oriented.

**4.4 Years of service**

The study intended to establish the number of years of Huduma Centres employees that the respondent and interviewees had worked. The respondents were asked to choose range of years they have worked at Huduma Centres. This was to give an estimate experience of the employees providing services in Huduma centres. Their response is as shown on Table 4.4.

**Table 4.4 - Years of service**

	<b>Frequency</b>	<b>Per cent</b>
Less one year	12	40%
Between 1 and 2	5	17%
Between 2 and 3	7	23%
Over 4 Years	6	20%
<b>Total</b>	<b>30</b>	<b>100</b>

From table 4.4, twelve respondents (40%) of the respondents had service for one year, while five (17%) had service for 2 years, seven (23%) for three years and six (20%) for four years. Since the initiative started not long ago, the duration of service by most employees is less than 6 years. This does not mean that they do not have enough experience, because most of the staff had served in other government agencies before deployed to Huduma centres.

**4.5 Position held in the organization**

Respondents were asked to state the positions their positions, this was to understand how positions are shared within the organization. The study found out as shown in the table 4.2 below.

**Table 4.5 - Position held in the organization**

	<b>Frequency</b>	<b>Per cent</b>
Junior Staff	16	53.3%
Supervisor	8	26.7%
Middle Level Manager	5	16.7%
Senior Manager	1	3.3%
<b>Total</b>	<b>30</b>	<b>100%</b>

The study found out that 65% (26) employees are in the junior staff category, 20% (8) are in supervisor, 10% (4) middle level management 5% (2) senior manager. This is an indication that most of the activities carried out in Huduma centres are operational in nature and do not require much of managerial duties. However, the operations require proficiency skills to ensure that quality and effectiveness in service delivery.

#### **4.6 Factors affecting service delivery**

The study intended to establish the role Huduma Centres' integrated services on enhancement of service delivery. This study identified key factors that are believed to play a major role in service delivery in Huduma centers. The center of focus was to determine extent to which these factors influence enhancement of the services and general performance of Huduma centres in Kenya.

**Table 4.6 - Descriptive statistics for factors affecting service delivery**

	<b>Mean</b>	<b>Standard Deviation</b>
Corruption	3.0	1.0
Poor infrastructure	2.7	1.1
Lack of finances	3.8	1.2
No right service provider	3.6	1.2
Inadequate equipment	4.0	1.1
Poor communication with community	2.6	0.8
Limited skilled personnel	3.5	1.1
Misplaced priorities	3.1	1.1
No accountability	3.1	1.1
Poor compliance with guidelines	3.0	1.0
No specification of service needed	2.9	1.1
Poor compliance with service charter	2.9	1.1
Lack of monitoring and evaluation	3.5	1.1
No database to consolidate all information needed for service	3.6	0.9
Incomprehensible documents for service	3.0	1.1
<b>Overall Mean &amp; Std Deviation</b>	<b>3.2</b>	<b>1.1</b>

Varied responses were given as follows: in terms of inadequate equipment had the highest mean of 4.0 with a standard deviation of 1.1 which was the highest meaning it had the most effect. It is therefore important to improve on infrastructural component to ensure better services are achieved. Lack of finances was another factor with a mean of 3.8 and a standard deviation of 1.2 and it one key factor that the government need to address by allocating more funds to support the initiative. It was also evident that there is no database to consolidate all information needed by users had a mean of 3.6 and a standard deviation of 0.9, these issues needs to be addressed.

Again, there is need to emphasize on monitoring and evaluation of services offered in Huduma centres, mean of 3.5 and a standard deviation of 1.1; this would help identify inefficiencies. However, it was found that Huduma center has good working relations with the community; there is good communication strategies to the community, mean of 2.6 and standard deviation of 0.8 and therefore, poor communication had an insignificant effect on service delivery. Generally these factors were found to moderately influence enhancement of service delivery in Huduma centers (Overall Mean =3.2, Std dev=1.1). In this respect, the government has put up measures to mitigate negative factors that hinder service delivery in Huduma centres.

As a result, Huduma Kenya program, under which government has, among other things, used citizen service centers to advance citizen-centered service delivery through the deployment of digital technology which has changed peoples’ lives socially. The Huduma centres have bring the government closer to the people by gathering frontline service providers from various ministries, departments, and agencies under one roof. The result has changed service delivery experience and significant accomplishment for the government of Kenya from a human resources as well as a digital government standpoint which has boosted revenue accumulation which has improved on the Kenya’s economy.

**4.7 Findings based on Objectives of the study**

The part of the study discusses the findings based on the following research objectives which are the determinants of effective service delivery in the public sector.

**4.7.1 Transparency in service delivery**

The study sought to find out if transparency has an influence on service delivery in Huduma centres according to the table below:

**Table 4.7 - Transparency in service delivery**

	<b>Mean</b>	<b>Standard Deviation</b>
Management systems have brought about transparency in Huduma Centres and in the public service	3.7	0.8
Huduma Centres have brought good governance	3.5	1.0
Huduma Centre has brought about accountability in the Civil Service	3.5	0.7
<b>Overall Mean &amp; Std Deviation</b>	<b>3.6</b>	<b>0.8</b>

Management systems have brought about transparency was the most agreeable on transparency in service delivery with a mean of 3.7 and a standard deviation of 0.8. Good governance had a mean of 3.5and a standard deviation of 1.0, while accountability had the least with a mean of 3.5 and a standard deviation of 0.7. Transparency and accountability are generally considered the two main pillars of good corporate governance.

From this study, it is clear that Huduma Kenya initiative has transformed the way citizens get access to public services; it has amalgamated related services within one building. This has improved on accessibility, efficiency and accountability in public service delivery. More so, employees are able to serve citizens transparently and conveniently. In general, this study has established that Huduma initiative has instilled transparency in public service delivery in Kenya (Overall Mean=3.6, Std dev=0.8).

The demand by citizens for government to deliver services at standards on par with the private sector has been on the rise, partly due to changes in technology and partly due to the fact that sharing economy has made the expectation of ease and convenience almost ubiquitous. Huduma centre services therefore, is seen as a radical transformation tool to improve public service delivery, to cut costs, simplify administrative procedures, enhance public participation transparency and accountability of government activities. E-government includes all application of ICTs that improve efficiency, effectiveness, transparency and accountability of daily administration of government.

The increase in transparency awareness can be put down, in part, to the technology boom. Within a governmental context, transparency centres in three areas: social media, e-government websites and open-source. The civil society have been mobilized by new developments in social media which is facilitating engagement with government, political parties and politicians, who are (as part of their brand strategies) actively harnessing these platforms as a means of creating two way dialogue with the public. The result is a new wave of ‘citizen journalists’ who are able to publically hold the behaviour of the government, and those employed by the government, to account. I see this as a new paradigm in governance whereby technology is actually creating a government-civil society partnership that is co-creating decisions, such as policies, based on shared values.

Governments in the Open Government Partnership initiative, established as a “global effort to make governments better” by “promoting transparency, empowering citizens, fighting corruption, and harnessing new technologies to strengthen governance” with the manifesto that “openness and transparency can save money, strengthen people’s trust in government and encourage greater public participation in decision-making” (data.gov.uk). These are both examples of inwards transparency as part of governments demonstrating their accountability. But transparency isn’t just self-initiated; increasingly, citizens are demanding it because of a growing distrust and cynicism arising from incidents of incompetence, malpractice and corruption.

So are the three area of transparency present in government improving trust levels, reducing corruption and making decision-making more democratic? We know that government needs transparency in order to build trust, generate dialogue and harbour collaboration. Russia’s commitment to the OGP has seen corruption and malpractice becoming harder to get away with through new initiatives driven by transparency. But in terms of trust, the Eldman Trust Barometer shows that in 2010 trust in UK government dropped by 26% to only 38% (currently 37% in 2016) and globally the populace of the majority of countries said they actively distrust government. I propose a reason for this; that governments are now so worried about being held to account that they release too much information for dissemination whereby the responsibility for its comprehension falls at the feet of unqualified interpreters. I also believe there are ethical

implications of government relying on the public to decipher, rationalise and contextualise this information because it implies a level of responsibility for the results; be that legislation and policies that get passed or apps and websites that misuse public data. For example in instances of controversy or scandal the government can now declare the public their co-conspirator. I also have concerns about the reliance on digital technology to inform the public, as not all generations of the public have access to the Internet or are computer literate and are therefore excluded.

**4.7.2 Enhancing reliability**

The study sought to find out whether the organization embraces reliability government service delivery. Reliability is the ability by the government to offer its services in timely manner and ensure availability of the same services to its citizens within their locality and in a convenient way.

**Table 4.8 - Descriptive statistics on enhancing reliability**

	<b>Mean</b>	<b>Standard Deviation</b>
Design of the portal is user friendly	3.7	1.1
Customers helped at all times	3.6	1.3
System failures have been taken care of	3.6	1.3
Service delivery points positioned	3.5	1.3
<b>Overall Mean &amp; Std Deviation</b>	<b>3.6</b>	<b>1.2</b>

On enhancement of reliability the study revealed that design of the portal is user friendly and that users are able to access government services conveniently, with a highest mean of 3.7 and a standard deviation of 1.1. At the same time, there was agreement that customers are helped at all times when seeking government services, mean of 3.6 and a standard deviation of 1.3.

There was a feeling that system failures have been mitigated to ensure services are provided conveniently to the citizens, mean of 3.6 and a standard deviation of 1.3. Finally, Huduma services delivery points is well positioned and located near customers, with 3.5 and a standard deviation of 1.3. Generally, Huduma centres have reliably enabled citizens to reliably access public services within their locality (Overall Mean=3.6, Std dev=1.2).

The Kenya’s 2010 constitution expressly recognizes and provides legal basis for the enjoyment of economic, social and cultural rights by citizens. The deployment of the Huduma Kenya citizen service centers arose out of presidential decree in 2013 that followed a commitment

made in Jubilee manifesto to operationalize the new administration’s commitment to integrate automated and devolved government into grassroots-level public administration.

As a result, through Huduma centres the government has revitalize public services to facilitate customer-centered, cost-efficient and user-friendly delivery of services to citizens and businesses reliably. Thereby, improving the quality of government functions and create more responsive and flexible public service that go beyond traditional structures, by adopting a new model of integrated digital service delivery approach. This initiative has turn successful, citizens feel happy and satisfied; they are able to conveniently access government services that before, was very challenging.

**4.7.3 Service sustainability**

The study sought to find out whether the organization provides services which are sustainable to its customers. Service sustainability approaches involve; organizational strategies, operating models, processes and technologies that are put in place to ensure continuity in public service delivery.

**Table 4.9 - Descriptive Statistics on services sustainability**

	<b>Mean</b>	<b>Standard deviation</b>
Effects of politics on performance	4.1	1.2
Improved social life	3.1	1.3
Economic sustainability	2.5	1.1
Proper allocation of resources	2.5	1.2
High technology	2.5	1.1
<b>Overall Mean &amp; Std Deviation</b>	<b>2.9</b>	<b>1.2</b>

From the findings, effects of politics have come out to be the major hindrance to public service delivery, the highest mean of 4.1 and a standard deviation of 1.2. In this case, interference by local politics has been one factor that has affected public service delivery in the country. On the other hand, it was uncertain to determine whether Huduma services have improved social life of the citizens, had a mean of 3.1 and a standard deviation of 1.3. Again, it found that Huduma services to little extent has transformed to economic sustainability and it was uncertain to determine whether proper allocation of resources and high technology have influence service sustainability to little extend with mean of 2.5 and a standard deviation of 1.1, 1.2, 1.1 consecutively. Conclusively, service sustainability in Huduma centres is uncertain given average mean=2.9, standard deviation =1.2.



However, the public service delivery have improved and diversified by Huduma centre initiative. Public services have improved in terms of quality, ease of access, speed of provision and cost element is critical in poverty alleviation and achievement of developmental milestones such as Kenya’s Vision 2030 and Sustainable Development Goals (SDGs) in Kenya. This could either be achieved directly and indirectly through technology services (e.g e-government services), alleviating poverty and empowering marginalized groups in the society (e.g. women, youth, people living with disabilities) through entrepreneurial and employment creation opportunities in service enterprises.

The government lauched Huduma centre in order to ease access to government services and transform service delivery processes to Wananchi. This has been achieved through use of ICT technologies such as the online e-huduma SEB portal that provide integrated services offered by various government ministries, departments and agencies and provide a uniform and integrated channel Huduma payment gateway to facilitate an easy way to pay for government services. This has become part of initiatives to transform people’s lives and save public resources, achieving better governance.

#### 4.7.4 Customer services

The study sought to find out whether the organization provides services which are customer satisfactory. Customer satisfaction is the degree to which a customer is happy with the service; the findings were as follows in the table 4.7.

**Table 4.10 - Descriptive statistics on customer satisfaction**

	<b>Mean</b>	<b>Standard deviation</b>
High employee skills competence, competence level and professionalism	3.8	1.3
Change of staff	3.6	1.3
Service quality has improved	3.6	1.4
Performance measurement tools are used to measure performance	3.1	0.8
Reduced waiting time	2.8	1.0
Redesigned work place	2.1	1.3
Conducive environment	2.0	1.1
<b>Overall Mean &amp; Std Deviation</b>	<b>3.0</b>	<b>1.2</b>

The findings above show that high employee skills competence and professionalism has contributed much on customer satisfaction; had highest mean of 3.8 and a standard deviation of 1.3.

It was also established that change of staff and service quality has also influence customer satisfaction; had a mean of 3.6 and a standard deviation of 1.3 and 1.4 consecutively.

On the other hand, conducive environment had the minimal effect on customer satisfaction with a mean of 2.0 and a standard deviation of 1.1. In overall, it was moderately established that customers are satisfied with public services (Overall mean = 3.0, Std dev=1.2). However, the customers had positive attitudes towards the quality of services at the center and, to some extent they were satisfied with the quality.

The key principles underlying Huduma Kenya program are; speed, dignity, convenience and value. Huduma centers have been designed to allow citizens to access services instantly. It was also built to respect and restore the dignity of citizens by offering fast and orderly services and by paying special attention to the needs of pregnant women, the elderly, and persons with disabilities. Through Huduma centers, citizens receive multiple services at one location; the centers are designed from the perspective of the citizens and based on their needs. Bundling services at one location reduces opportunities for corruption and lowers the cost of services for the citizen.

All these features have positively contributed to citizen's satisfaction on government services. According to Drezner *et al.*, (2012), customer satisfaction can only be achieved if customers can receive services at the public service points without any strain. Most of the citizens are impressed with the services offered at Huduma centers; they feel that the government has taken care of their needs and respected their rights to access government services. It is therefore important for employees and managers of Huduma centers to ensure that they create good working relations with their clients and establish service delivery procedures that are efficient and effective. Good customer service, high skills and competence levels and upholding high professionalism attracts serious investors who improve on the economy. Politics may not play any role when service quality has improved.

#### 4.7.5 Customer responses

The study sought to know how clients generally felt through an interview schedule which was administered to them. The responses were captured and coded for analysis. The results are tabulated below:

**Table 4.11 Customer responses**

	<b>Mean</b>	<b>Standard deviation</b>
Were your service needs met at Huduma Centre	52.3	74.1
Is Huduma Centre reliable in offering services	52	71.5
Was Huduma Centre the right choice and why?	52	78.5
Can you switch to another place for the same service	52	85.4
Was the service offered at Huduma useful?	52	73.7
Do you feel you got the right information wanted	52	68.3
Were your expectations exceeded at Huduma Centre	52	84.3
Do you think politics can affect Huduma Centre	52	85.5
Did you encounter any corruption case	52	84.9
Does it take long for you to be served	52	79.7
Has transparency been enhanced at Huduma Centre	52	82.6
Are Huduma Centres reliable in service delivery	52	59.4
Has Huduma Centre brought customer satisfaction in service delivery	52	66.7
Are Huduma centres sustainable in the long run	52	50.4
<b>TOTAL MEAN</b>	<b>52.02</b>	<b>74.6</b>

Were your service needs met had the highest had the highest mean of 52.3 and a standard deviation of 74.1 was most preferred. The rest had the same mean of 52 and varied standard deviation which indicates that preference was in almost equal measure. Do you think politics can affect Huduma Centre of a standard deviation of 85.5 and can you switch to another place with a standard deviation of 85.4. However, Blunt and Turner (2007) argue that good politics that promotes proper forms of decentralization can deliver on the citizen expectations by ensuring equity in resource distribution, stability and consistency of resource allocation and highly skilled manpower available to the local population. This can lead to enhanced sustainability and good performance of the public sector enterprises.

In order to achieve high and better performance in Huduma centres, the customer record should be the primary means for capturing and tracking the status of a customer's interactions with that institution. The record should provide a common source of information about

a customer, his or her case, and its status over the course of time. The customer record can be retrieved and reviewed to understand what benefits and/or services have been requested, whether eligibility requirements have been met, what services have been delivered in the past, and what claimed benefits or services remain unresolved. Workflow automation is also essential in ensuring seamless handoffs among domains and its service support organizations. For example, personnel in other domains can be automatically alerted when additional evidence has been collected by one unit, like, evidence that supports a given customer's outstanding claim for a benefit or service. This allows other units to decide whether next steps are to be taken by them, to move that customer's case closer to final resolution. The effect is to eliminate any unnecessary delays or "dead spots" in that customer's end-to-end service delivery process.

Automated self-service represents another effective way to assure seamless customer experiences with a government agency. Self-service capabilities should deliver a seamless view of Huduma Centre to the customer, by providing a common resource for accessing and reviewing information across all functional areas. They can further enrich the online experience by providing customers with a secure, individualized self-service zone that enables them to track personalized information about their interactions with that agency such as requested forms or documents, the current status of claim(s), and projected completion dates all in one online location. As the government struggle to streamline operational processes, they must also do a better job of ensuring that their resource investments in people, processes, technologies, and facilities are strictly governed and managed to ensure that every individual investment demonstrably contributes to the goal of improving customer satisfaction.

Though there are many ways to measure customer experience, one is to use accepted quantitative metrics, like first-contact resolution rates, average call times, average time to resolve a query, and transfer or escalation rates. Another way to measure customer experience is by soliciting subjective evaluations from customers. Evaluation results should also be analyzed to distill meaningful metrics that can be delivered to customer service providers via scorecards, dashboards, heat maps, etc. that way ensuring constant transparency into changing customer satisfaction levels over time. To continuously improve customer satisfaction, clearly communicate performance measures and the goals/objectives that align with the organization. To engage stakeholders in the endeavor to achieve established performance objectives, they need to understand and buy into what those goals are and how they will be measured for performance management purposes. Key performance indicators should also be clearly understood and accepted as part of performance management program.

Incentives for performance excellence in Huduma centres may face constraints when it comes to granting bonuses or financial incentives to top performing individuals and groups, they

can certainly recognize and reward them without it being financial. Friendly contests among multiple teams are another effective way to motivate employees to do their very best to achieve performance goals and objectives. Periodically refresh performance goals and objectives to “raise the bar” over time. Goals should be continuously reviewed and adjusted as established performance levels become more easily reached and customer expectations continue to rise. Improved performance levels in other government agencies may also help to drive decisions in your agency to keep up with or remain ahead of the pack through adoption of industry and government best practices.

## 4.8 Inferential tests

### 4.8.1 Correlation analysis

Correlation test was used to measure the strength of association between variables and to establish the direction of the relationship. The findings showed all the correlation coefficients, (*r values*) were positive while significance values (*p-values*) were less than 0.005. This means that there is positive significant correlation between the indicators (transparency, service reliability, customer service, service sustainability) and customer satisfaction on Huduma services; (see table 4.12 below).

**Table 4.12 – Correlation matrix**

		Transparency	Service reliability	Customer service	Service sustainability	Customer Satisfaction on Huduma Centre services
Transparency	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	286				
Service reliability	Pearson Correlation	.484	1			
	Sig. (2-tailed)	.000				
	N	286	286			
Customer service	Pearson Correlation	.181	.101	1		
	Sig. (2-tailed)	.072	.317			
	N	286	286	286		
Service sustainability	Pearson Correlation	.360	.441	.208	1	
	Sig. (2-tailed)	.000	.000	.038		
	N	286	286	286	286	
Customer	Pearson	.259**	.236**	.518**	.343**	1

Satisfaction on Huduma Centre services	Correlation					
	Sig. (2-tailed)	.010	.019	.000	.001	
	N	286	286	286	286	286

\*\* . Correlation is significant at the 0.05 level (2-tailed).

#### 4.8.2 Regression test

Regression test was carried out to establish the prediction of the dependent variable (customer satisfaction) based on the values of the independent variables. The findings showed that R square is 0.339 and this is the relationship between the predictors and the dependent variable. In other words, transparency, service reliability, customer service and sustainability accounts for 33.9% of the customer satisfaction on Huduma centre services. It also shown degree of freedom (df) is 4, and that this model is statically significant p-value  $0.000 < 0.05$  significance level as shown in table 4.13 below.

**Table 4.13 – Regression**

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	0.879	0.405	2.169	0.033
Transparency	0.076	0.1	0.762	0.048
Service Reliability	0.056	0.086	0.652	0.016
Customer service	0.514	0.097	5.313	0.001
Service sustainability	0.17	0.085	1.997	0.049
R square (R2)	0.339			
df	4			
Sig.	0.000			
N	286			
a. Predictors: (Constant), Transparency, Service reliability, Customer service, Service sustainability				
b. Dependent Variable: Customer satisfaction in Huduma centre services				

#### 4.9 Discussion of the findings

This study sought to assess the role of Huduma centres' integrated services on enhancement of public service delivery in Nakuru County, Kenya. In this respect, the findings identified key factors that influence quality of services delivered in Huduma centers. The factors included; inadequacy of resources, political interference and poor infrastructural standards. It was found that politics has been hindrance to quality service delivery as well as inadequacy of funds.

The findings in this study concurred with those found by Mwangi (2015) that Government of Kenya has often provided poor services to the citizens due to such factors as; slow pace of delivery

of diverse services, corruption in service provision, loss of critical files, and bureaucratic nature of a centralized government service infrastructure amongst other challenges. As a result, the government has over the years introduced diverse initiatives in order to improve the service delivery quality. These initiatives include rapid results initiative, and service charters through Results Based Management (RBM) framework, performance contracting and eventually unleashing of Huduma Kenya Programme initiative which has resulted to improved service provision to the citizens.

Transparency and accountability in service delivery is concerned with the ability of the citizens to be served in a dignified manner, to have reliable service provision in government office and to have their expectations met. The findings from this study established that Huduma centres have transformed the way citizens get access to public services; it has amalgamated related services within one building. Huduma Kenya programme has improved on accessibility, efficiency and accountability in public service delivery, this has demystified an argument by Njiru, (2011) that Kenya is faced with lack of accountability, transparency and public participation in the public sector services.

This study found that through Huduma Kenya initiative, that the government has revitalize public services to facilitate customer centered, cost-efficient and user-friendly delivery of services to citizens and businesses reliably. These concurred with Satuanarayan (2004) efficiency in public service delivery transforms the processes and structure of the government, empower civil servants to serve citizen better. Government employees in Huduma centres are able to serve citizens conveniently, consequently, leading to transparency in public service delivery in Kenya.

Findings from this study showed that government has established public services that are sustainable through in Huduma centres. The adoption of ICT technologies such as the online e-Huduma web portal, has provide integrated services from various government ministries, departments and agencies and therefore allowing customers to access to a ‘one-stop-shop’ of public services. This has become part of initiatives to transform people’s lives and save public resources, achieving better governance. Studies by Moon (2012) indicate that e-government is a new form of governance that improves the relationship between citizens and government with a ‘citizen-centered’ approach by increasing the efficiency of information and service delivery through the use of ICTs by being independent from time and physical distance.

The study sought to find out whether the organization provides services which are customer satisfactory. It was found that the customers have developed positive attitudes towards the quality of services offered at the Huduma centers. This point is emphasized by Drezner *et al.*, (2012), that argued that customer satisfaction can only be achieved if customers develop sense of confidence on

the quality of services they receive. According to Chen (2013), efficiency is at heart of customer satisfaction. He further reiterated that efficiency contributes towards meeting customers' expectations. Accordingly, this research study established that to some extent, customer had been satisfied with the efficiency of services at the Huduma centres. It is therefore important for employees and managers of Huduma centers to ensure that they create good working relations with their clients to ensure efficiency and effectiveness in service delivery.

Generally, this study established that that there is positive significant correlation between the indicators (transparency, service reliability, customer service, service sustainability) and customer satisfaction on Huduma services. Regression test showed that R square is 0.339 and this is the relationship between the predictors and the dependent variable. Having held all other factors constant, transparency, service reliability, customer service and sustainability accounts for 33.9% of the customer satisfaction on Huduma centre services.



## CHAPTER FIVE

### SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

The main aim of this study was to investigate, the role of Huduma Centres' integrated services project on enhancement of public service delivery in Nakuru County. This chapter presents the summary of the findings, conclusions, recommendations and suggestions for further studies. The findings were summarized in line with the objectives of the study.

#### 5.2 Summary of the findings

In the first objective, the study sought to establish the role of Huduma Centres integrated services on enhancement of transparency in the public service delivery. The findings found that transparency has a positive effect on service delivery, good governance is very vital as it creates trust, while accountability was a pertinent issue too. Transparency and accountability are generally considered the two main pillars of good corporate governance.

The second objective was to assess the role of Huduma Centres' integrated services on enhancement of service reliability of public service delivery. From the findings shown on table 4.8 on enhancement of service reliability the study revealed that design of the portal is user friendly and easily operated, were customers helped at all times, also has an effect, system failures once in a while was noted and no manual backup was in place, were various responses from the respondents, the least mean was service delivery points positions with 3.47 and a standard deviation of 1.3.

The third objective was to determine the role of Huduma Centres' integrated services on enhancement of customer services in the public service delivery. High employee skills, competence levels and professionalism were the main contributors to customer services with the highest mean of 3.8. Followed by change of staff and service quality improvement which had a mean of 3.6. Conducive environment had the minimal effect on customer satisfaction with a mean of 2.0 and a standard deviation of 1.1. Customer service can only be achieved if customers can receive services at the public service points without any strain (Drezner *et al.*, 2012). In order to ensure customer service there must be quality, responsive and timely public service provision (Moore, 1995).

The fourth and last objective sought to evaluate the role of Huduma Centres' integrated services on enhancement of long-term sustainability. Effects of politics on performance brought the highest mean meaning that respondents felt that government in place might interfere with the already set functionality; there is substantial improvement in social life as most services use online platforms. Economic sustainability maybe a challenge or uncertain as there is so much bureaucracy in government functions and release of funds, proper allocation of resources and high technology had the same mean of 2.5 showing the respondents were not agreeing so much.

### **5.3 Conclusions**

The purpose of the study was to establish the role of Huduma Centres' integrated services project on enhancement of public service delivery. The study adopted a descriptive survey approach and with a sample of 233, where there was a return of questionnaires of 203 and interview schedules of 30. On factors affecting service delivery, it was found that there are numbers of factors that positively influence quality of services provided at the Huduma Kenya centres. However, there were those factors that were found to have negative effects on service delivery. Such factors included inadequacy of resources, political interference and low infrastructural standards.

The study concluded that indeed there is significant relationship between determinants of effective public service delivery (these are; customer services, enhancing reliability, services sustainability and transparency) and public service delivery. The integrated approach at the Huduma centres has the net effect of giving clients the opportunity to get several interrelated services in one place saving on cost and time. Most importantly, it can solve the accessibility issue and inconvenience faced in obtaining services from different departments can be eliminated with the application of e-government platforms.

The results of the study have shown that quality elements as transparency, accountability, reliability and customer satisfaction influences quality of services delivered in Huduma Centres. The results have confirmed the findings of studies that have been conducted prior to this study. Importantly, the study showed that respondents who had sought services at Huduma centers were satisfied with the kind of services provided.

On customer satisfaction, the study was able to confirm that expectations of the customers were met through the establishment of Huduma Kenya initiative programme. Customers felt that employees who served them had positive attitude and therefore most of the customers were satisfied of how they are served. These findings confirmed the postulations of the expectancy disconfirmation paradigm and some other arguments of other researchers.

Therefore, success of service delivery by the Huduma centers is not only based on the existence of computing systems but is strictly based on the ability of these diverse computing systems owned and managed by different government ministries to interact together across all ministerial boundaries seamlessly. The shift of activities from traditional face-to-face counter interactions to online transactions have become a vital factor for public service provision and user relationship management and geared towards achieving seamless e-government interoperability. Previously, customers were obliged to visit a number of different institutions in processing various public services.

## **5.4 Recommendations**

The study made the following recommendations to be adopted by the practitioners in the service delivery in Huduma centres and for policy making: First, in order to boost on reliability and efficiency, ICTs systems need to be improved further on user-friendliness, usability, and for convenience, they need to be integrated for better management. Online systems that provide public services should converge as one person is able to serve clients with different needs from the same work station not necessarily going to different work stations to obtain different services. This is a strategy that is aimed to improve on reliability of services as well as boost on the efficiency and effectiveness in service delivery.

Secondly, the study found that the customers' perception was positive in that the services had improved with the adoption of Huduma Kenya programme. However, a significant number of participants still felt that there was a need to ensure continuous service quality improvement. Therefore, it is recommended that more should be done to always enhance quality. The improvements should focus on areas in which customers felt that there was need for further improvements. Thirdly, to enhance on customer satisfaction, the public service of Kenya needs to embrace the use of e-government further, as this study indicated its positive influence on customer satisfaction, which is one element of better service delivery. It is important to look into frequent low online service that adversely impact on services at Huduma centers, need for standby generators to contain power outages, among others for the implementation of e-government to be successful and fully utilized.

Fourthly, Huduma Centres all over the country should emphasize on the transparency and accountability as they have considerable power in determining service delivery performance. Staffs at Huduma centers are expected to serve clients enthusiastically and share any necessary information required by customers to fulfill their service needs. Lastly, there is need to mitigate effects of politics in public service. Such initiatives as public service programme initiatives have to be supported by all stakeholders. This is aimed to ensure long term service sustainability and benefits to the citizens. Policy documents should be prepared which stipulates what happens in Huduma Centres to avoid bending of rules to suite politicians.

## **5.5 Suggestions for further studies**

The following suggestions for further studies were made:

1. The current study focused on integrated services on enhancement of public service delivery. A similar study can be done using other State Co-operations which are using Huduma Centre.

2. The scope of this research was limited to the public service, and was strictly limited to Huduma Centre in Nakuru, and the findings cannot be equally generalized to apply to the private sector entities and other government organizations too. In connection to this limitation, it is possible to carry out further research on how the issues look like in other sectors.
3. The study majorly dealt with integrated services on enhancement of public service delivery. A similar study can be done on the systems and technology used.

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## APPENDICES

### Appendix i: Letter of Transmittal

Jackline Nyong'a  
P O Box 372  
NAKURU

Dear Sir/Madam,

I am a Master of Arts in Project Planning and Management at the University of Nairobi, Nakuru Extra Mural undertaking a research on the role of Huduma Centres' integrated services on enhancement of public service delivery. A case of Nakuru County as part of my course requirements.

I have identified your facility/office/department as a key source of data to facilitate this study and I hereby kindly request for your assistance and cooperation. I assure you of anonymity and confidentiality of your organization and individuals who will be interviewed, information obtained will only be used for this study.

Thanking you in advance.

Yours faithfully,

Jackline Nyong'a

## Appendix ii: Questionnaire

### Introduction

I am a student at the University of Nairobi pursuing a Master's degree in Project Planning and Management and am conducting a study on; The role of Huduma Centres' integrated services on enhancement of public service delivery in Nakuru. The purpose of my study is to assess the role of Huduma Centres' integrated services on enhancement of service delivery. This being a requirement for completing my Masters of Arts Degree at the University, I am therefore requesting you to participate in the study. The participation is voluntary and any information obtained from you will be used for academic purposes only and will be strictly confidential. This questionnaire will be issued to the Huduma Centre employees, in Nakuru County.

Kindly answer the following questions by ticking in the appropriate box or filling the spaces provided.

### SECTION A: Background information

This section is intended to collect data on your personality as my respondent. This data will assist in ensuring that all intended respondents are incorporated in my research. Kindly put a tick (✓) in the box provided.

1. What is your gender?  
Female ( ) Male ( )
2. What is the age range in years?  
18-25years ( ) 26-30years ( ) 31-35years ( ) 36-40years ( )  
41-45years ( ) 46-50years ( ) over 50years ( )
3. Which is your level of education?  
Secondary ( ) Diploma ( ) 1<sup>st</sup>Degree ( ) Postgraduate ( ) PhD ( )
4. How many years have you served in this organization?  
Less than 1 year ( ), 1-2years ( ), 2-3years ( ), Over 4years ( )
5. Which position do you hold in the organization?  
Junior Staff [ ] Supervisor [ ] Middle Level Manager [ ] Senior Manager [ ]



## SECTION B: Factors Affecting Service Delivery in Huduma Centre

This section majorly deals with the main purpose of my study which is to know the role of Huduma Centres' integrated services on enhancement of service delivery and this section will assess to what extent each of the following factors affect service delivery in Huduma Centre in Nakuru? Use the following scale and tick with an (X) in the box: No extent (1), Little extent (2), Moderate Extent (3), Large extent (4) and Very large extent (5).

Statements	1	2	3	4	5
i. Corruption					
ii. Poor infrastructure such as roads and electricity.					
iii. Lack of finances to support provision of services.					
iv. Difficulty in getting the right service provider					
v. Inadequate equipment for service provision.					
vi. Poor communication with communities being served.					
vii. Limited skilled personnel to meet the rising needs of local people.					
viii. Misplaced Priorities.sa					
ix. Absence of accountability that creates uncertainty					
x. Poor compliance with service delivery guidelines					
xi. Poor specification of service needed by user					
xii. Poor compliance with service charter					
xiii. Lack of monitoring and evaluation mechanism.					
xiv. Lack of database to consolidate all information needed for service					
xvi. Incomprehensible documents for service.					

## SECTION C: Determinants of Effective Service Delivery in the Public Sector

This section touches on the main objectives of the study and the following factors will be measured to determine whether they have an influence on service delivery at Huduma Centre Nakuru. Indicate your level of agreement on the following on determinants at Nakuru Huduma

Centre. Put a cross [X] where appropriate 1= Strongly disagree, 2 = Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

Objectives	Scale				
	1	2	3	4	5
<b>Service reliability</b>					
i. The design of the portal is user friendly					
ii. Various service delivery points are positioned well					
iii. System failures has been taken care of					
iv. Customers are helped at all times					
<b>Service sustainability</b>					
i. Are Huduma Centres economically sustainable?					
ii. Has Huduma Centres improved social life?					
iii. Can politics affect performance of Huduma centres					
iv. Proper allocation of resources					
v. Investment in technology is high					
<b>Service delivery</b>					
i. Huduma Centre has brought about accountability in the Civil Service					
ii. Management systems have brought about transparency in Huduma centres and in the public service					
iii. Huduma Centres have brought good governance					

#### SECTION D: CUSTOMER SERVICES

This section contains six statements on which customer services will be measured at Huduma Centre Nakuru. Indicate your level of agreement. Put a cross [X] where appropriate 1= Never, = Rarely, 3= Sometimes 4= Often, 5= Always

Statements	Scale				
	1	2	3	4	5
i. Waiting time for services has reduced					
ii. Staff attitude has changed					
iii. Service quality has improved at Huduma centres					
iii. Service environment is conducive					

iv. Constant redesigning of the work place to suit customer needs					
v. Employee skills and competence, level of professionalism is high					
vi. Performance measurement tools are used to measure performance					
vii. Customer satisfaction					

What do you think can be done to improve service delivery at Huduma Centre?

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**THANK YOU FOR TAKING YOUR TIME TO PARTICIPATE**

### **Appendix iii: Interview schedule for Customers who visit Huduma centers**

Briefly answer and explain the following:

1. Were your service needs met at Huduma Centre?
2. Is Huduma Centre reliable in offering services?
3. Was Huduma Centre the right choice and why?
4. Can you switch to another place for the same service?
5. Was the service offered at Huduma Centre useful?
6. Do you feel you got the right information wanted?
7. Were your expectations exceeded at Huduma Centre?
8. Do you think politics can affect Huduma Centre?
9. Did you encounter any corruption case?
10. Did it take long for you to be served?
11. Has transparency been enhanced at Huduma Centre?
12. Are Huduma Centres reliable in service delivery?
13. Has Huduma Centre brought customer satisfaction in service delivery?
14. Are Huduma centres sustainable in the long run?

## Appendix iv: Introductory letter from the university



UNIVERSITY OF NAIROBI  
Open, Distance & e-Learning Campus  
SCHOOL OF OPEN AND DISTANCE LEARNING  
DEPARTMENT OF OPEN AND DISTANCE LEARNING  
NAKURU LEARNING CENTRE

Tel 051 – 2210863  
Our Ref: UoN/ODeL/NKRLC/1/12

P. O Box 1120, Nakuru  
24<sup>th</sup> May 2018

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### To whom it may concern

**RE: NYONG'A JACKLINE NYABOKE – L50/6571/2017**

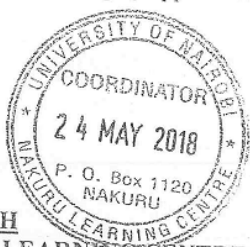
The above named is a student of the University of Nairobi, Nakuru Learning Centre, Pursuing a Masters degree in Project Planning and Management.

Part of the course requirement is that students must undertake a research project during their course of study. She has now been released to undertake the same and has identified your institution for the purpose of data collection on “**Role of Huduma Centres' Intergraded Services on Enhancement of Public Services Delivery in Nakuru County- Kenya**”

Any assistance accorded to her will be highly appreciated.

Yours Faithfully

**DR. JOHN OURU NYAEGAH**  
COORDINATOR NAKURU LEARNING CENTRE



## Appendix v: Research authorization by NACOSTI



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,  
2241349,3310571,2219420  
Fax: +254-20-318245,318249  
Email: dg@nacosti.go.ke  
Website : www.nacosti.go.ke  
When replying please quote

NACOSTI, Upper Kabete  
Off Waiyaki Way  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No. **NACOSTI/P/18/32542/23104**

Date: **13<sup>th</sup> June, 2018**

Jackline Nyaboke Nyonga  
University of Nairobi  
P.O. Box 30197-00100  
**NAIROBI**

#### **RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“The role of Huduma Centres Intergrated Services on enhancement of public service delivery,”* I am pleased to inform you that you have been authorized to undertake research in **Nakuru County** for the period ending **8<sup>th</sup> June, 2019**.

You are advised to report to **the County Commissioner and the County Director of Education, Nakuru County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

  
**BONIFACE WANYAMA**  
**FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Nakuru County.

The County Director of Education  
Nakuru County.

*National Commission for Science, Technology and Innovation is ISO9001:2008 Certified*



## Appendix vi: NACOSTI Permit

**THIS IS TO CERTIFY THAT:**

**MS. JACKLINE NYABOKE NYONGA**  
**of UNIVERSITY OF NAIROBI, 0-20100**  
**NAIROBI, has been permitted to conduct**  
**research in Nakuru County**

**on the topic: THE ROLE OF HUDUMA**  
**CENTRES INTERGRATED SERVICES ON**  
**ENHANCEMENT OF PUBLIC SERVICE**  
**DELIVERY**

**for the period ending:**  
**8th June, 2019**

**Applicant's**  
**Signature**

**Permit No : NACOSTI/P/18/32542/23104**

**Date Of Issue : 13th June, 2018**

**Fee Recieved :Ksh 1000**



**Director General**  
**National Commission for Science,**  
**Technology & Innovation**

### CONDITIONS

- The License is valid for the proposed research, research site specified period.**
- Both the Licence and any rights thereunder are non-transferable.**
- Upon request of the Commission, the Licensee shall submit a progress report.**
- The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.**
- Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.**
- This Licence does not give authority to transfer research materials.**
- The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.**
- The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.**



**REPUBLIC OF KENYA**



**National Commission for Science,**  
**Technology and Innovation**

**RESEARCH CLEARANCE**  
**PERMIT**

**Serial No.A 18947**

**CONDITIONS: see back page**

**Appendix vi: Originality Report**

**ROLE OF HUDUMA CENTRES' INTERGRATED SERVICES ON ENHANCEMENT OF PUBLIC SERVICE DELIVERY IN NAKURU COUNTY, KENYA**

ORIGINALITY REPORT



PRIMARY SOURCES

<b>1</b>	Submitted to Rutgers University, New Brunswick Student Paper	<b>&lt;1%</b>
<b>2</b>	www.emergic.org Internet Source	<b>&lt;1%</b>
<b>3</b>	ses.library.usyd.edu.au Internet Source	<b>&lt;1%</b>
<b>4</b>	udadisi.blogspot.de Internet Source	<b>&lt;1%</b>