

**STRATEGIC ROLE OF HUDUMA CENTRE INITIATIVES ON PUBLIC  
SERVICE DELIVERY AMONG RESIDENTS OF NAKURU COUNTY,  
KENYA**

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AND TECHNOLOGY**

**OCTOBER, 2017**

## DECLARATION

This research project is my original work and has not been presented for a degree in any other university.

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HD333-C007-0120/2014

Signature

Date

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

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Date

## **DEDICATION**

This work is dedicated with lots of love to the most important people in my life; my son Trevor Mutinda, my wife Fedis Kawira, my parents Mr. and Mrs. Mutinda, who were the fountain of inspiration for my further education.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>EDT</b>	Expectancy Disconfirmation Theory
<b>EM</b>	Expectations Being Met
<b>ICT</b>	Information and Communication Technology
<b>ISD</b>	Integrated Service Delivery
<b>MDGs</b>	Millennium Development Goals
<b>MDAs</b>	Ministries, Departments and Agencies

## **DEFINITION OF TERMS**

<b>Accountability</b>	Readiness to give an explanation to relevant stakeholders for one's judgment, intention, acts and omissions when appropriately called upon to do so (Malango, 2013).
<b>County Government</b>	A devolved government unit of the central government of Kenya (Kenya, 2010).
<b>Customer Satisfaction</b>	The consumer's fulfillment response in relation to a service provided (Korir, 2015).
<b>Huduma Centre</b>	One stop shops program in reforming public service delivery by bringing services closer to the people where services are offered under one roof (Ng'aru & Wafula, 2015).
<b>Public Service</b>	A service which public bodies (such as central or local government) either provide themselves or commission others to provide (Korir, 2015).
<b>Public Service Delivery</b>	The ability to give service by public bodies as mandated by law (Malango, 2013).
<b>Transparency</b>	Comprises not only disclosure of government information but also the access, comprehension and use of the information by the public (Kiragu, Kariuki, & Ikua, 2015).

## ABSTRACT

The public service delivery in Kenya was characterized by slow pace of service delivery, corruption, inefficient public service providers, low morale amongst government workers, and poor attitude towards service delivery. Additionally, accessibility to government services was hampered by need to move between different government's offices sometimes located only in big towns. Kenyans were therefore not satisfied with the government service delivery. In response to the poor service delivery in Kenya, the Government of Kenya has conceptualized and executed diverse initiatives over the years in order to improve service delivery in government sector. Most notable of these initiatives include the Results Based Management framework that was founded performance contracting and citizen service charters. These initiatives have had limited successes in enhancing efficiency and effectiveness in public service delivery. However, the problem of service accessibility due to centralization of some government services in major towns was still a challenge. In line with the 2010 Kenya's constitution that created a devolved government structure in order to improve the service delivery to citizens in their locality, there was need for the central government to improve its service delivery to Kenyans. The government therefore created Huduma Centres concept that centralizes service provision under a single roof. This study seeks to examine the strategic role that the Huduma Centres have played in service delivery in County of Nakuru. The specific objectives of the study included an examination of how issuance of national documents, business registration, transparency and accountability, and Huduma Centre initiatives targeting customer satisfaction levels at Huduma Centre have enhanced service delivery amongst residents of County of Nakuru. The study was based upon Kurt Lewin's Force theory of change, Richard Oliver's Expectation-Disconfirmation theory, Jensen and Meckling Agency theory and Freeman's Stakeholder's theory. The study was carried out in Nakuru County which has one Huduma Centre one stop shop situated along Kenyatta Avenue. The target population of the study were customers assessing various services at the centre on any particular random day. The target population is 600 customers. The sample size of the study was 86 respondents. The study adopted a case study design using quantitative approaches in the collection of data. Primary data was sought from the customers using questionnaires. A pilot study was used to refine the instrument. The study thus addressed the strategic role of Huduma Centres initiatives on public service provision. The adjusted R-Square value in this case is 0.74 implying that 74% variability in the Outcome variable is explained by the independent variables. Thus the independent variable is fairly in control of the response variable. The ANOVA results fit with the four explanatory variables was significant owing to the fact that the p-value for the ANOVA test was 0.000 less than the accepted 5% level of significance. The individual predictors were tested for linear relationship with the response variable. The null hypothesis for this test is that there is no linear relationship between each predictor as examined individually with the response variable. The p-values for t-test statistic are shown in the right most column of the table below at 0.05 level of significance. From the findings of the study we can conclude that Huduma Centre initiatives have had a significant impact on public service delivery among residents of Nakuru County. For this study, the major recommendation is for the Huduma Centres all over the country to emphasize on the four variables as they have a considerable power in determining service delivery ratings.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

Public service delivery is key in ensuring that the government meets its commitment to the citizens as well as realization of development. The public service delivery 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 Millennium Development Goals (MDGs) (Okello, 2014). This could either be directly and indirectly through enhancing the availability and affordability of education, health, energy, and information and communication technology services, alleviating poverty and empowering women through entrepreneurial and employment creation opportunities in services enterprises respectively (Isango, 2012). The government launched the Huduma centre in order to improve the public service delivery in Kenya.

#### **1.1.1 Public Service Delivery**

The Government of Kenya has often provided poor services to the citizens as characterized by 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 (Mwangi, 2015a). Amongst the reasons that have been advanced for poor service provision include a poorly trained workforce, fairly low education levels amongst a large number of the government workforce, poor working culture, corruption, low morale, bloated public sector and low embracing of cutting edge ICT technology in service provision (Onyango, 2015). 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 the embracing of the ICT services in diverse ministries (Simiyu, 2012). The service charters or Citizen Service Charters were adopted by the Government of Kenya in 2004 as part of the Results Based Management framework. The citizen charter has been defined as a written statement prepared by a public institution which outlines the nature, quality and quantity of service that citizens should expect from the institution and how to make complaints or suggestions for improvement (Malango, 2013).

The citizen service charter had several benefits associated with them including helping the public institutions to manage user expectations about public services and to provide a framework for public participation. They also encouraged public bodies to measure and assess performances by committing themselves to standards of service that the public expects and evaluating how they measure against those standards (Haron, 2005). Finally, the Citizen Charters provided the public with recourse to file complaints and seek redress where the standards have not been met.

Despite the numerous initiatives to address public service delivery, the initiatives have enjoyed limited success levels as they have been perceived as short term cost containment measures. Therefore, the diverse challenges in public service delivery have continued to prevail leading the government to re strategize on ways to address the challenges. The Huduma Centres seeks to revolutionize and simplify the public service delivery to Kenyans.

### **1.1.2 Huduma Centre Initiatives**

According to Korir (2015), the Huduma Kenya is a Government of Kenya multichannel public service delivery strategy that seeks to enhance service provision efficiency through a one stop service provision centres. Therefore, the Huduma Kenya initiative is conceptualized along the concept of integrated public service provision and with an aim of providing integrated public services hence transforming service delivery processes (Korir, 2015). Similarly, Ng'aru & Wafula (2015) indicate that the Huduma Kenya program is an Integrated Service Delivery (ISD) strategy that aims at the delivery of Public Services through a “One Stop Shop” Model with great emphasis in Customer Service Excellence.

The Huduma secretariat was instituted through the Presidential Gazette Notice No.2177 of 31<sup>st</sup> March, 2014 that established the governance structure of the Huduma Kenya Programme. Huduma Centres are meant to improve public service delivery in diverse ways. The “one stop approach” means that diverse services are congregated under a single roof effectively making it possible for service seekers to access it conveniently without moving from one building to another (Ng'aru & Wafula, 2015).

Public service delivery was also to improve through the use of ICT technologies such as the online e-Huduma web portal to provide integrated services offered by various

government ministries, departments and agencies (MDAs) and a unified and integrated channel Huduma payment gateway to facilitate ease of payment for government services, through post-pay. The Huduma Centres initiatives have been awarded diverse awards including United Nations Public Service Award by the United Nations. Others include Best Customer Service in Public Sector by the Institute of Customer Service Kenya, and Best use of Information, Communication and Technology (ICT) in public sector by the ICT Association of Kenya (Ministry of Devolution & Planning, 2015). The Government of Kenya established Huduma centres in 2013 in order to decentralize the service provision to the citizenry and improve public service delivery (Kiragu, Kariuki, & Ikua, 2015).

The Huduma centres currently offer a set of 45 government services. Among these services include the provision of the identity cards, reporting of lost national identity cards, issuance of Kenya Revenue Authority personal identification numbers, and issuance of driving licenses among other functions (Ng'aru & Wafula, 2015). The Huduma Centre serves as a one stop shop in service provision of government services. The Huduma Centre serves as one stop shop with diverse changes to be undertaken or introduced (Ng'aru & Wafula, 2015).

These new aspects to be introduced include 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. Other services are introduction of m-Huduma platform to offer M-Government services to citizens from their mobile phones and a Huduma call centre to provide customer service using a single dialing prefix. Through the Huduma Kenya platform, the government aims at enabling citizens to access integrated public services via their phones, computers and personal digital assistants (PDA)(Ministry of Devolution & Planning, 2015). 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 were able to directly post their comments and complaints regarding government services.

### **1.1.2 County Government of Nakuru**

According to Ariga & Gathogo (2016), Nakuru town was founded in 1904 alongside the Uganda Railway approximately 160 km from Nairobi. It sits at the central part of the former Great Rift Valley province with a population of approximately 2 million people (County Government of Nakuru, 2016). The County Government of Nakuru was formed as a result of the government devolvement of the government structure. Kenya's devolution is based on article 6 (2) of the constitution which describes the government of Kenya to be at two levels which are distinct and interdependent (Kadiri, 2010). These two levels of the government are the central and county governments. Apart from County Government of Nakuru, there are 46 other county governments. The county has eleven sub counties that include Nakuru Town East, Nakuru Town West, Bahati, Rongai, Subukia, Kuresoi North, Kuresoi South, Gilgil, Naivasha, Njoro, and Molo sub counties (County Government of Nakuru, 2016).

### **1.2 Statement of the Problem**

The public service delivery in Kenya was characterized by slow pace of service delivery, corruption, inefficient public service providers, low morale amongst government workers, and poor attitude towards service delivery. Additionally, accessibility to government services was hampered by need to move between different government's offices sometimes located only in big towns. Kenyans were therefore not satisfied with the government service delivery which prompted retrenchment of more than 10,000 civil servants in the early 1990s. Additionally, in response to the poor service delivery in Kenya, the Government of Kenya has conceptualized and executed diverse initiatives over the years in order to improve service delivery in government sector. Most notable of these initiatives include the Results Based Management framework that was founded performance contracting and citizen service charters. These initiatives have had limited successes in enhancing efficiency and effectiveness in public service delivery. However, the problem of service accessibility due to centralization of some government services in major towns was still a challenge. In line with the 2010 Kenya's constitution that created a devolved government structure in order to improve the service delivery to citizens in their locality, there was need for the central government to improve its service delivery to Kenyans. The government therefore created Huduma centres concept that centralizes service provision under a single roof. This study therefore seeks to



examine the strategic role that the Huduma Centres have played in service delivery in County of Nakuru.

### **1.3 Research Objectives**

The research objectives are divided into general and specific research objectives;

#### **1.3.1 General Objective**

The general objective of the study is to assess strategic role of the Huduma Centre initiative on public service delivery among residents of the County of Nakuru.

#### **1.3.2 Specific Objectives**

The study's specific objectives include;

- (i) To determine how issuance of national documents at Huduma Centre has enhanced service delivery amongst residents of County of Nakuru.
- (ii) To examine the influence of business registration by Huduma centre in service delivery amongst residents of County of Nakuru.
- (iii) To evaluate how transparency and accountability at Huduma Centre have enhanced service delivery amongst residents of County of Nakuru.
- (iv) To analyze the role of Huduma Centre initiative on satisfaction levels in public service delivery amongst residents of County of Nakuru.

### **1.4 Research Hypotheses**

The study was guided by the following research hypotheses;

**H<sub>01</sub>:** Issuance of national documents by Huduma Centre initiatives has no significance on service delivery amongst residents of County of Nakuru.

**H<sub>02</sub>:** Business registration services at Huduma Centre have no significant influence on service delivery amongst residents of County of Nakuru.

**H<sub>03</sub>:** Transparency and accountability at Huduma Centre have no significant influence on enhancing service delivery amongst residents of County of Nakuru.

**H<sub>04</sub>:** Huduma Centre initiatives targeting customer satisfaction levels have no significant influence on public service delivery amongst residents of County of Nakuru.

### **1.5 Significance of the study**

The study is of significance to diverse stakeholders including Ministry of Public Service, Youth and Gender Affairs, Huduma Centre management, and researchers in the subject area. The Ministry of Public Service, Youth and Gender Affairs may benefit from the study through gaining insight into the impact of the Huduma centres on the public service delivery in Nakuru. These insights are critical in the formulation of policies to better improve the services offered at Huduma centres. This presents critical evidence in the fostering transparency and accountability in public service delivery which in long run is deemed to save the government of Kenya unnecessary expenditure and improve standards of living among its citizens. The study results were useful to management, members of staff, and all the other stakeholders of Nakuru Huduma centre initiative of Huduma Kenya programme. Specifically findings from the study may be used to redesign their service delivery policies aimed at improving on the quality of public services they offer which is their core business as an institution. The study is of significance to the researchers in the subject area as it improves on their knowledge on public service delivery in general and in respect to the Huduma Kenya initiative.

### **1.6 Scope of the Study**

The time scope of the study was six months starting from October, 2016 to April, 2017. The geographical scope of the study was Nakuru Huduma centre located along Kenyatta Avenue in Nakuru town due to the fact that it is the only Huduma centre in Nakuru County. However, Nakuru County is expansive with 11 sub counties receiving services at Huduma centre in Nakuru. The research budget of the study was Ksh 80,000 as the study is self-funded.

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

Some of the respondents had expressed reservations on participating in the study. This was mitigated through assuring the respondents of anonymity and confidentiality.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter examines the theoretical review, conceptual review, empirical review, summary of reviewed literature, research gap and conceptual framework.

#### **2.2 Theoretical Review**

The theoretical review was based on the forces theory of change, expectancy disconfirmation theory (EDT), agency theory and stakeholders' theory.

##### **2.2.1 Force Theory of Change**

The force theory of change is attributed to Kurt Lewin who conceptualized it in 1957. The theory indicates that the key to resolving social conflict is through the facilitation of planned change through learning and so enable individuals to understand and restructure their perceptions of the world around them. Kurt Lewin (1957) introduced the three-step change model. This social scientist views behaviour as a dynamic balance of forces working in opposing directions.

Driving forces facilitate change because they would push residents in the desired direction (Bett, 2012). Restraining forces hinder change because they push residents in the opposite direction. Lewin believed a successful change project involved three steps: unfreezing, change and refreezing. The unfreezing stage is based on the notion that the human behaviour is based on a quasi-stationary equilibrium supported by a complex field of forces. Before old behaviour can be discarded and new behaviour successfully adopted, the equilibrium needs to be destabilized (unfrozen) (Kibue, 2013). For this to be successful, driving forces that direct behaviour away from the existing status quo must be enhanced. The second stage of the forces theory of change is based on the notion that the process of changing behaviour is movement. In this step, it is necessary to move the target system to a new level of equilibrium. It is necessary to take into account all the forces at work, and identify and evaluate, iteratively, the available options. This Action Research-based learning approach enables groups and individuals to move to a more acceptable set of behaviours (Mulwa, 2012).

Finally, the final step of force theory of change is the refreeze stage. This seeks to stabilize the group at a new quasi-stationary equilibrium in order to ensure that the

new behaviours are relatively safe from regression (Muteti, 2013). The new behaviour must be, to some degree, congruent with the rest of the behaviour, personality and environment of the learner else it may simply lead to a new round of disconfirmation. This step needs to take place after the change has been implemented in order for it to be sustained or “stick” over time (Bett, 2012).

The Force theory of change has been criticized as being simplistic and its stages of change being unrealistic to the manner in which change occurs in real world. The model is a simple and planned one with the change process involving three stages of unfreezing, changing and refreezing. This quaintly linear and static conception is wildly inappropriate due to the fact that there have been major differences in change in real world. This is occasioned by simultaneous nature of change, speed of occurring changes, complexity of changes and the impacts accompanying changes (Mulwa, 2012). The theory is applicable in this study in the context that Huduma centre was introduced in order to address challenges in public service delivery in Kenya. The Huduma centre in this context introduces an element of change in the public service delivery in Kenya. This study wishes to examine the impact the Huduma centre has had on public service delivery in Kenya through examination of the transparency and accountability levels, customer satisfaction levels, and reliability of public service delivery. The study therefore examined whether there has been any change in service delivery hence the applicability of the theory.

### **2.2.2 Expectancy Disconfirmation Theory (EDT)**

This theory indicates that customers compare a new service experience with a standard they have developed. Their belief about the service is determined by how well it measures up to this standard. The theory presumes that customers make purchases based on their expectations, attitudes, and intentions (Muteti, 2013). Later, during or after consumption, a perception of performance occurs as customers evaluate the experience. The process is completed when customers compare the actual service performance with their pre-experience standard or expectation.

The result is confirmation, satisfaction, or dissatisfaction. There are four components to this paradigm: expectations, perceived performance, disconfirmation of beliefs and satisfaction (Mwangi, 2014). The level of expectations represents pre-consumption expectation. Performance refers to the customer’s perception of service.

Disconfirmation results if there is a discrepancy between expectations and performance. Finally, satisfaction is determined by combining the satisfaction outcomes for the various attributes of the service. The theory has three operational assumptions. The first operational assumption is that when expectations are high and performance is low, moderately low disconfirmation results – i.e. expectations are not met. High performance results in moderately high level of expectations being met (EM) due to confirmation. The second operational assumption is based on when expectations are low, low performance results in very low EM ratings, while high performance results in very high EM ratings due to a surprise effect.

Finally, the last assumption is that if expectations match performance at any level, conformation results and EM represents the value of the expectations/performance level. According to expectancy disconfirmation theory customers often make some judgment about a product or service, its benefits and the likely outcomes of using the product or accessing the service. The EDT has been critiqued on its assumptions in the way in which it measures customer satisfaction from perceived quality of products or services. The basic assumption that a customer must have a pre-purchase expectation to be able to experience disconfirmation of those expectations could be invalid to some extent (Muteti, 2013).

Lack of experience with a service or lack of familiarity with a destination may cause expectation to be tentative and uncertain. Wider experience on the other hand seems to foster more realistic expectations. The theory was applicable in this study in the context that the citizens have diverse expectations in their interaction with Huduma centres. These expectations are built by diverse aspects including the new concept of one stop shop government services under a roof, the award won by the initiative across the world, and the execution of the initiative under a new constitution dispensation which champions devolution and decentralization of government services.

### **2.2.3 Agency Theory**

The agency theory was advanced by Jensen and Meckling in 1976 after they built on 1972's economy theory advanced by Alchian and Demsetz (Otieno, Mugo, Njeje, & Kimathi, 2015). The agency theory is concerned with the relationship between stakeholders in relations to the performance of their respective role within an

organization set up or within the need to achieve stated objectives (Klai & Omri, 2011). More specifically, the agency theory is concerned with the relationship between the principal and an agent in which the principal hires and delegates certain functions to the agent to be executed on his behalf. However, certain principal-agent challenges may occur which prevent optimum achievement of the desired objectives.

The major causes of the principal-agent challenge are the conflict of interests and information asymmetry (Kamau, 2011). The conflict of interests occurs as a result when the agents pursue their own self-interest at the expense of the principal's interests. On the other hand, the information asymmetry is the concept of the principal and agent not having similar levels of information in relations to task at hand and the process of getting desired objectives. The information asymmetry occurs as a result of differences in education level, experiences, interests and professional exposure between the principal and agent in relations to the task at hand (Hong, 2015).

The information asymmetry causes three types of diverse challenges that is adverse selection, moral hazard and hold up challenges (Kamau, 2011). The adverse selection occurs at the point in which the principal selects the agent with an expectation that the agent has the capacity to execute the desired role to the principal's expectations (Klai & Omri, 2011). However, information asymmetry may result into the principal not having all the information in relations to the agent's capacity hence leading to selection of an agent incapable of meeting the principal's expectations and demands.

On the other hand, the moral hazard challenges occur as a result of the agent's self-interests that may prevent optimum execution of the assigned roles. This may occur either as a result of resources diversion or inadequate application of skills in order to achieve the desired outcomes (Kapambwe, 2015). Moral hazard therefore relates to a situation whereby the agent may deliberately fail to perform as per contractual terms.

To mitigate the diverse principal-agent challenges, the principal must ensure that they place adequate management systems as well as screening processes during the hiring of the agent (Kelton & Yang, 2008). The agency theory was applicable to this study in the context that the public service has been delegated by the employer to the civil servants with expectations that the civil servants are able to execute the same as per

the service charter. However, due to agency challenges the civil servants may not perform as per expectations leading to poor public service delivery.

#### **2.2.4 Stakeholder Theory**

The stakeholder theory was conceptualized in 1984 by Freeman in a book entitled, *Strategic Management; A Stakeholder Approach* (Fathi, 2013). The stakeholder has been defined as any group or individual who can affect or is affected by the achievement of the organization's objectives. Any organization has diverse stakeholders and the purpose of the organization is the creation of value for its stakeholders (Kapambwe, 2015).

The managers in any institution or organization have a network of stakeholders to serve in order to meet their objectives. The stakeholder theory holds that the network of these stakeholders or relationships affects both the process and outcomes of the organizational objectives (Mulili, 2011). The public service delivery through Huduma centre affects diverse stakeholders which are the citizens being provided with the services. The diverse stakeholders in Huduma centres must therefore seek to provide optimum service provision to the stakeholders. There are diverse stakeholders within the context of the Huduma Centre management, Ministry of Public Service, Youth and Gender Affairs, diverse government institutions and bodies, and the public within County of Nakuru.

The Ministry of Public Service, Youth and Gender Affairs is currently the line ministry that anchors the Huduma centre initiative. In this context, the ministry examines the service delivery levels of Huduma centres across the country including the one in Nakuru. The ministry is thus concerned with the overall operational and strategic aspects of Huduma centre initiative with a view of enhancing the service delivery to citizens.

This study was thus of critical importance to the ministry in gaining of insights critical in the formulation of policies to better improve the services offered at Huduma centres. This was critical in the fostering transparency and accountability in public service delivery which in the long run is deemed to save the government of Kenya unnecessary expenditure and improve standards of living among its citizens. The diverse government bodies and institutions have their services being offered by

Huduma centre initiative and as such the bodies are concerned with the operations of the Huduma centre.

This is critical in the view of the manner in which their services are being offered at Huduma centres. The study results are useful to management, members of staff, and all the other stakeholders of Nakuru Huduma Centre initiative of Huduma Kenya programme. Specifically findings from the study may redesign their service delivery policies aimed at improving on the quality of public services they offer which is their core business as an institution.

### **2.3 Empirical Review**

The empirical review examined the different research objectives in the study.

#### **2.3.1 Issuance of National Documents**

Huduma centres are involved in the issuance of diverse documentations to Kenyan citizens. These documents include national identity cards, issuance of duplicate national identification cards, birth certificates, police abstract, and police clearance certificate (Kiragu et al, 2015). Other national documentations issued by Huduma centre include NSSF member registration forms, NSSF statements, NSSF card Replacement, tax compliance certificate, HELB loan application and HELB loan repayment statements (Ng'aru & Wafula, 2015). The Huduma centres have revolutionized the ways in which issuance of national identity card is done in Kenya. The national identity cards were first issued under the registrations of persons act, Laws of Kenya from 1978 to both male and female Kenyans (Kiragu et al, 2015). This was done through offices of registrar of person offices located within the former districts and divisional headquarters throughout the republic of Kenya.

Since the production of the cards was centralized, the service charter indicated that the waiting time for the cards to be delivered from the printing in centralized office in Nairobi was 17-37 days from application date (Ng'aru & Wafula, 2015). However, it was not unusual for Kenyans to wait for more than the stipulated time sometimes running to 2 years. The Huduma centre has changed the timelines for the processing of both new and replacement national identity cards to 10 days hence faster public service delivery (Otieno & Omwenga, 2015). The issuance of driving licenses used to be undertaken from the road transport department offices or district commissioners' offices.



The renewal of the driving licences used to be done through the same offices of road transport or district commissioners (Otieno & Omwenga, 2015). The issuing authority of driving licences in Kenya was the Kenya Revenue Authority (KRA). There were challenges in the timelines for the delivery of the licences due to the logistical challenges from KRA to the applicants. The entry of Huduma Centres has made the renewal of drivers' licenses extremely easy through the online portal with the waiting time of 30 minutes only.

There are diverse ways in which the issuance of documents at Huduma Centre facilities has enhanced service delivery to Kenyans. The issuance of the documentation at Huduma Centres ensures that service delivery is closer to citizens saving on time and costs of travelling to major towns for services (Ministry of Devolution & Planning., 2015). For example, the Higher Education Loans Board (HELB) is based in Nairobi, Anniversary Towers on University way. HELB has only one office in Nairobi meaning that without Huduma Centres then all the university students had to go to Nairobi to get attended.

However, HELB have now availed its services in diverse Huduma centres in Bungoma, Eldoret, Embu, Kakamega, Kisii, Kisumu, Kitui, Machakos, Meru, Mombasa, Nakuru, Nairobi-GPO, Nyeri, and Lodwar. Amongst the documents issued in these centers include the loan application form, and loan compliance certificates (Otieno & Omwenga, 2015). The issuance of the documentation at Huduma Centre also enables government services provision in customer friendly, non-intimidating and professionally run environment (Otieno & Omwenga, 2015).

For example, the environment at police stations is often intimidating to most citizens requiring their services. This is due to the notion associated with the police stations as a place for criminals and as well as the corruption incidences in service provision. Therefore, the issuance of the police abstract and police clearance certificates at Huduma Centres makes them the preferred service providers even where police stations are easily physically accessible to citizens (Kiragu et al, 2015). The Huduma Centres are professionally run with automated queue management system, friendly staff and welcoming ambience. This greatly contrasts with the environment and service delivery in major police stations. Document issuance through the Huduma

Centres improves on the public service delivery through reduction of both the direct and indirect costs associated with access of government services in centralized major towns (Korir, 2015). This is because the Huduma centres offers alternative service provision platforms together with the parent body service points.

In some cases, Huduma centres are conveniently located compared to the parent organization in which it issues its services hence making it cost effective (Kiragu et al, 2015). For example, HELB with centralized offices in Nairobi meant that students from remote areas and in universities in diverse parts of the country had to travel to Nairobi to access the services. This meant that the students incurred a diverse range of costs including travelling costs, meals and accommodation meals in the context of where it was impossible to travel to and fro in the same day (Korir, 2015).

The provision of the documents from Huduma Centres meant that there is a higher service quality and reduced timelines for service provision. The centralized service providers of diverse service providers meant that these service providers served a higher number of clients on a daily basis impacting on service quality (Ng'aru & Wafula, 2015). On the other hand, the issuance of these services through Huduma Centre means that the services have been decentralized leading to lower number of Kenyans seeking a given service in a particular center. This leads to quicker pace of being served and higher quality of service provision.

### **2.3.2 Transparency and accountability in Public service delivery**

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. Reliability in public service delivery measures the consistency in the holistic service provision including availability of service attendants, availability of necessary documentation, consistency in the turnaround timeframes, and consistency in the provided information for public consumption (Mulwa, 2015). While measuring users' satisfaction with public sector goods and services, reliability is considered to be an important indicator to evaluate performance of public service delivery (Haron, 2005).

Across the world, diverse measures have been developed by the governments to 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 (Wairiuko, 2013). The assessment of citizens' rights recognition has become even more compelling in a context of decreasing trust in national governments and in leadership (Mwangi, 2015b). Few countries have a common definition of patient or taxpayer rights, let alone a standardized regulatory framework for the implementation of complaint practices. Public services in many African countries are confronted with many challenges, which constrain their delivery capacities (Okello, 2014). Reliable service delivery in the Public sector is generally presented as mechanisms to save money and hold bureaucrats and contractors accountable, even more so in periods when governments see performance tools as a way of cutting spending (Kiptoo, 2013). This basic narrative about performance management may work well as political rhetoric, but it sends an essentially negative message to the public employees who are the service deliverers.

This message suggests that there is need therefore for employees to be closely monitored via performance control systems; managers to adapt appropriate leadership style and support the service delivery as well manage change effectively (Otieno & Omwenga, 2015). The World Bank noted that corruption is a crisis that is detrimental to the economic, social, and political growth of developing countries (Chewa, 2013). Similarly, Mulwa (2015) observed that corrupt practices are among the greatest challenges facing political leadership in emerging democracies.

In most developing countries, it is a standard practice for civil servants to expect a bribe or kick back for every service that they provide (Onyango, 2015). Constitutional and human rights notwithstanding, failure to produce an inducement can result to unnecessary delay or outright denial of the public service requested (Kiragu et al, 2015). One stop shops can enhance the enforcement of rules and regulations by eliminating the face to face encounter with service provider that induces corrupt practices. According to Malango (2013), online services not only eliminate the bureaucracy but also eradicate the personal touch that could involve favoritism or corruption and enable the tracking of responses from the government. The open

government is critical to the empowerment of citizens and an inclusive society. It ensures that decision makers, whose decisions affect the lives of people in the community, are fully accountable and responsive to the general public (Otieno & Omwenga, 2015). Open government also guarantees more equitable, sustainable, and effective use of the country's available resources towards fair delivery of public services (Korir, 2015).

According to Simiyu (2012), equal access to public information is a fundamental human right in a democracy like Kenya. In a country that only the elite leaders have access to political and economic power, availability of information is crucial in creating a level playing ground in terms of knowledge and ability to convert the information into action. According to Kiptoo (2013) who argued that advertising government jobs on the Internet enhances the ability for those who have no connection to apply.

When information is posted online, the whole world has access to it. The e-government is a tool that can enhance transparency and accountability in the delivery of public services (Otieno & Omwenga, 2015). Nevertheless, Korir (2015) argued that such objectives cannot be achieved without robust two-way communication between citizens, business, nongovernmental organizations, and government agencies.

### **2.3.3 Business Registration**

The business registration services executed at Huduma Centre include application for access to Government Procurement Opportunities, Search of Business Name, and Registration of Business Name (Kiragu et al, 2015). Other business registration services include registration of Limited Companies, Pin application/ replacement, Issuance of Single Business Permit, and liquor licensing (Korir, 2015). The business registration and licensing is an important platform for the creation of a thriving and robust business sector. This is because it enables the business especially within the Small and Medium Enterprise (SME) sector to gain access to funding as well as access to legal protection (Ministry of Devolution & Planning, 2015).

It also helps formalize the economy as registered businesses pay tax and deliver other important benefits to the economy, like job creation. The provision of the business registration services at Huduma centre gives the Kenyans easy access to these services

in a friendly environment. Huduma centre due to its friendliness and professional operations has demystified government service provision (Korir, 2015). This thus enables the Kenyans especially the youth to access business registration services including the removal of the intimidating environment.

The provision of these services in one central place implies that Kenyans become more aware of the services in the process of conducting other business at Huduma centre (Kiragu et al, 2015). The reality is that business registration and licensing processes in many African countries use out-dated, paper-based systems that require too many procedures to complete. This creates a lot of bureaucracy and delays, and makes the process costly and time consuming for businesses (Korir, 2015). Cumbersome systems also pose the danger of discouraging smaller entrepreneurs and micro-enterprises from registering, and therefore legalizing, their activities.

#### **2.3.4 Concept of Service Delivery**

Customer satisfaction has been defined as the judgment that a product or service feature, or the product of service itself, provides a pleasurable level of consumption related fulfilment, including levels of under- or over-fulfilment. Customer satisfaction has two coexisting dimensions, satisfaction and dissatisfaction for the same individual and the same consumption experience. A two-dimensional model of satisfaction helps explain the seemingly paradoxical occurrence of both high and low satisfaction scores on a satisfaction survey. Meeting the existing challenges in service delivery is prompting the public sector to explore new sustainable models for service delivery models: that can significantly improve customer experience and outcomes through enhanced service levels at the same or reduced cost.

The solution lies in developing citizen-centric models that draw inspiration from the relative success with which the private sector has addressed the situation. These models keep the customer at the core of every decision, from strategy formulation and design through to execution. The development of citizen-centric models calls for customer insight, looking at customers' wants and needs in a holistic manner distinguishing means and ends, focusing on improved customer journeys and measurable benefits, and understanding the strategic risks associated with various service delivery models. According to Otieno & Omwenga (2015), Public sector Departments or Agencies across the globe are rising to the challenges by increasingly

adopting a One Stop Shop citizen-centric service delivery model. The concept of One Stop Shops is to enable citizens and customers a single access point to information and service transactions (Kiragu et al, 2015). In the same vein, Chewa (2013) asserted that one stop shops or citizen's service centres are another service improvement tool, different from the various charters. One of their specific purposes may be to provide clients with particular information adapted to the different situations experienced by them (Saina, 2013). One stop shops are being tested and promoted mostly at a local level in the United Kingdom, the Netherlands, the Nordic countries and Italy; this simply suggests that a single point of contact for information improves efficiency with simple referral tasks (Mutua, 2014).

### **2.3.5 Public Service Delivery in Huduma Centre**

The organizational efficiency is concerned with the organizational output given the input expended (Isango, 2012). An efficient organization would be one that produces the maximum possible outputs given its inputs, or one that produces a certain level of output with the minimum amount of inputs. The process of trying to measure an organizations' efficiency can therefore be broken down into three steps (Kiragu et al, 2015). First, its inputs and outputs need to be defined and measured. Secondly, it is necessary to define what is feasible – in other words, what outputs could be achieved for any given set of inputs (Okello, 2014).

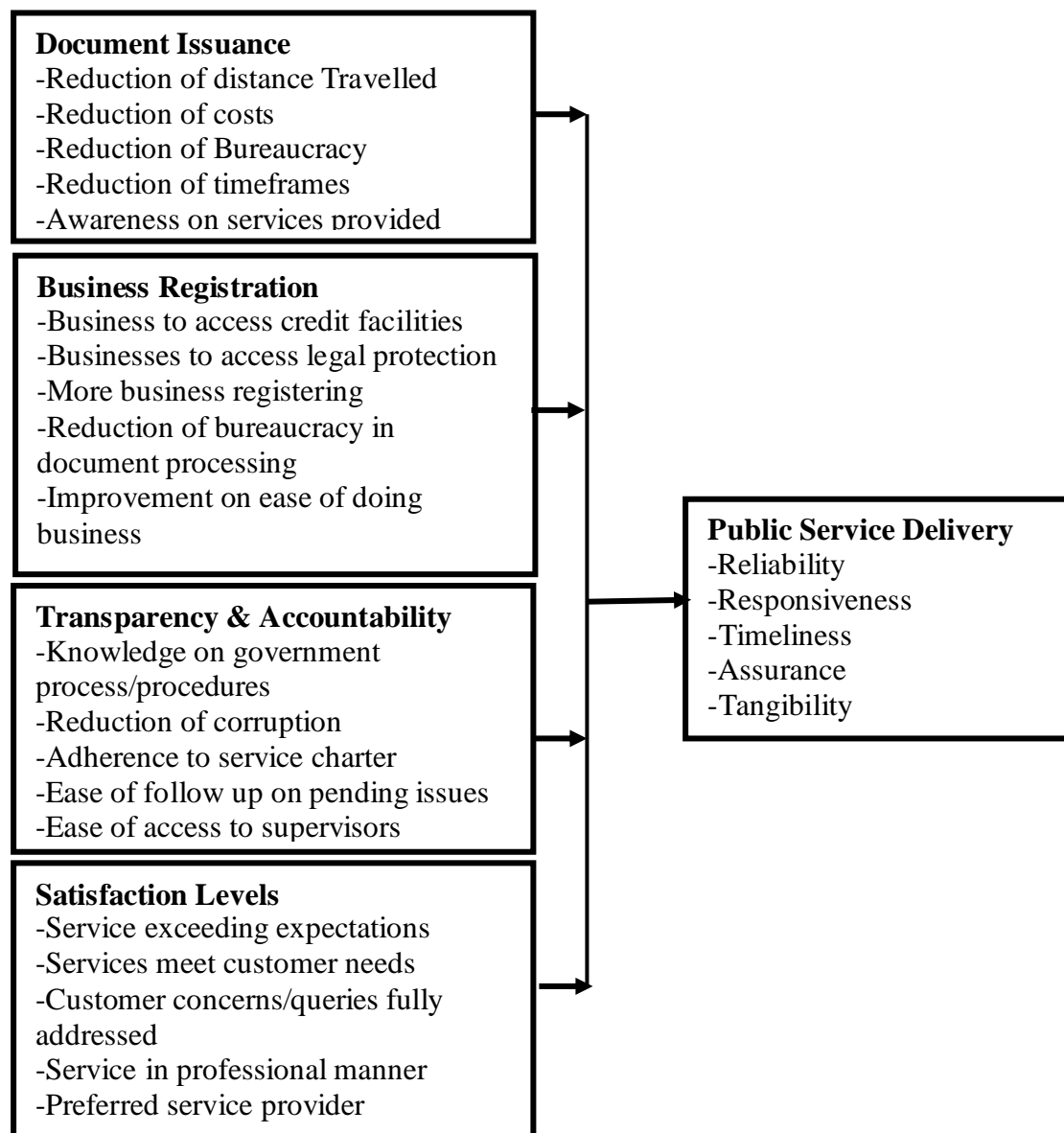
Finally, the organizations' actual inputs and outputs are compared with the set of feasible inputs and outputs (Ougo, 2010). According to Mulwa (2015), after the collection of the necessary set of input and outputs, the next step involves the definition of the efficient set of inputs and outputs against which an organization can be compared. The procedure therefore is to compare an organization with an ideal comparator constructed from information on other organizations operating in the same field (and with similar size and environmental factors etc) (Mwangi, 2015b). The Huduma Kenya Programme was launched in October 2013 as a part of the Government of Kenya public service reform programme. The aim of the programme is to use innovation to transform the quality of public service delivery in Kenya (Kiragu et al, 2015).

The Huduma centres are fast becoming the government front office where citizens are guaranteed access to a majority of citizen services under the same roof, receive good

quality customer service, utilize modern facilities and be served with efficiency by professional service personnel (Ng'aru & Wafula, 2015). According to the Ministry of Devolution & Planning (2015) citizens served at the centre have lauded the quality of service provision at the centres as superior, indicating that they felt valued and were treated with utmost respect something they never experienced in a government service point before.

## 2.4 Conceptual Framework

The conceptual framework examines the relationship between the independent variables and the dependent variables.



**Independent Variables**

**Dependent Variable**

**Figure 2.1;** Conceptual Framework

## **2.5 Summary of Reviewed Literature**

The Government of Kenya established Huduma centres in 2013 in order to decentralize the service provision to the citizenry and improve on public service delivery. The Huduma centres currently offer a set of 45 government services. Amongst these services include the provision of the identity cards, reporting of lost national identity cards, issuance of Kenya Revenue Authority personal identification numbers, and issuance of driving licenses amongst other functions. The Huduma Centre serves as one stop shop with diverse changes to be undertaken or introduced.

These new aspects to be introduced include 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 to offer M-Government services to citizens from their mobile phones and a Huduma call centre to provide customer service using a single dialing prefix. Through the Huduma Kenya platform, the government aims at enabling citizens to access integrated public services via their phones, computers and personal digital assistants (PDA). Tenders and vacancies in the public service are also expected be accessible on the platform. Users are also able to directly post their comments and complaints regarding government services.

In most developing countries, it is a standard practice for civil servants to expect a bribe or kick back for every service that they provide. Constitutional and human rights notwithstanding, failure to produce an inducement can result to unnecessary delay or outright denial of the public service requested. One stop shops can enhance the enforcement of rules and regulations by eliminating the face to face encounter with service provider that induces corrupt practices. The computerization and ability to share information helps increase transparency. Reliability in public service delivery measures the consistency in the holistic service provision including availability of service attendants, availability of necessary documentation, consistency in the turnaround timeframes, and consistency in the provided information for public consumption. While measuring users' satisfaction with public sector goods and services, reliability is considered to be an important indicator to evaluate performance of public service delivery.



The organizational efficiency is concerned with the organizational output given the input expended. An efficient organization would be one that produces the maximum possible outputs given its inputs, or one that produces a certain level of output with the minimum amount of inputs. The process of trying to measure an organizations' efficiency can therefore be broken down into three steps. First, its inputs and outputs need to be defined and measured. Secondly, it is necessary to define what is feasible – in other words, what outputs could be achieved for any given set of inputs.

## **2.6 Research Gaps**

There are several scholars who have undertaken studies on public service delivery. Mulwa (2015) undertook a study on Factors Influencing Adoption of ICT in Service Delivery by County Governments in Kenya: A Case of Kitui County. The study used a descriptive research design. The major finding of this objective was that all the County officials and top county officials agreed that human resource availability influences the adoption of ICT in service delivery by county government of Kitui. The findings further reveal that majority of the County government officials and Kitui County residents agreed to a great extent that level of education, professional experience, lack of sufficient trained officials to educate and inform citizens of ICT projects.

There was also lack of enough county personnel to cater for ICT projects and relevant skills in handling ICT programs cited as factors in regard to human resource availability influences adoption of ICT in service delivery by county government of Kitui. The study recommended that the county government employees should adequately be trained on ICT matters in order to serve the citizens. This study is different from the current one in terms of the scope as the current study examines the Huduma centre in service delivery while Mulwa (2015) study examines ICT in service delivery.

According to Kange'the (2015) who undertook a study on The Effects of Employee Perceptions on Service Delivery: A Case Study of Public Agencies in Machakos County. The study used descriptive research design. The study generally found out that perception levels are very low among the employees in Machakos County. This study is different from the current one in terms of the scope as the current study examines the Huduma centres in service delivery while Kang'ethe (2015) study examined the role of employee perception in service delivery.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The chapter highlights the methods that were used to conduct the research in the collection of data and a plan of how the study was conducted. It shows the research design, study population, sampling techniques, the sample size, data collection instruments, data collection procedures and how data was analysed.

#### **3.2 Research design**

The study adopted the descriptive research design and specifically a case study technique. The case study is an in-depth study on a given phenomenon focusing on a particular case (Cooper & Schindler, 2011). The study utilized the case study due to the fact that the phenomenon that is being examined that is the public service delivery at Huduma centre is only localized at the Centre in which there is only one Huduma centre in Nakuru County. The study utilized both quantitative and qualitative research approach. The quantitative research approach is based on statistical analysis in order to depict the relationships between variables. On the other hand, the study used primary research methodology which is the data collected from the field by the researcher.

#### **3.3 Target Population**

According to Kothari (2004) target population is described as all members of a real or hypothetical set of subjects/people/events to which a researcher wishes to generalise results of the study. On the other hand, Gall, Gall, & Borg, (2007) indicated that the target population is the aggregate of all cases that conform to designated sets of specifications to which the study generalizes the results. The target population was the customers of Huduma Centre in Nakuru and front office personnel of Huduma centre in Nakuru. It is estimated that an average of 600 customers are served at Huduma Centre in Nakuru on a daily basis.

#### **3.4 Sample Size and Sampling Technique**

The sample size is the subset of the target population and is a finite number whose responses are taken to represent those of population. This study employed Nassiuma's (2009) formula to calculate the size of the sample for the customers. The formula to scientifically derive the sample from the target population is illustrated hereunder.

$$n = \frac{NC^2}{C^2 + (N-1)e^2} \quad \text{Where}$$

n = sample size

N = size of target population

C = coefficient of variation (0.5)

e = error margin (0.05)

Substituting these values in the equation, estimated sample size (n) was:

$$n = \frac{600(0.5)^2}{(0.5^2 + (600-1)0.05^2)}$$

$$n = 86 \text{ respondents}$$

The simple random sampling method was mainly used for the study. The simple random sampling method ensures that there is no researcher bias as each respondent has an equal chance of being selected (Mugenda & Mugenda, 1999). On the other hand, the census sampling was used for some of the customers in some departments of Huduma centre due to their small number. The census sampling implies that each of the customer seeking service in the department was used in the study.

### 3.5 Research Instruments

Questionnaires were used as the research instrument. The questionnaire is defined as a set of pre written questions on the research phenomenon from which the potential respondents answer to aid in gaining insights on the phenomenon. The questionnaire was used as research instrument due to the various advantages associated with it including ease of data collection, ease of data analysis, use of standardized questionnaires, and cost efficiency (Orodho, 2003).

### 3.6 Pilot Study

The pilot study is a small scale study undertaken before the full field study to ensure that the questionnaire is well constituted in terms of design, relevance of questions, and time required filling the questionnaires (Sekaran, 2003). The pilot study of this research was undertaken in Machakos Huduma centre using 10% of the sample size that is 9 respondents. The choice of a different site to undertake the pilot study is to ensure that there is no interference with the study area. The pilot results were used to modify and improve on the data collecting instruments prior to the actual data collection. The pilot study found that the questionnaire was adequate for the purposes of collecting the required data.

### **3.6.1 Validity of the Measuring Instrument**

Validity is the extent to which research instruments measure what they are intended to measure (Orodho, 2003). The content validity which measures the relevance or appropriateness of the research questionnaire was examined during the pilot study.

### **3.6.2 Reliability of the Measuring Instrument**

The reliability of the data collection instrument examines the extent in which the results are consistent over time or the ability of the responses to replicated when undertaken under similar conditions (Ondiek, 2008). The reliability was examined through the use of the Cronbach's alpha coefficient scores. A threshold of 0.7 Cronbach alpha was considered. The results for the study indicated that the Cronbach coefficient ratios were met for the study. In this context, the Cronbach alpha coefficient of issuance of national documents, business registration, transparency and accountability, and satisfaction levels were 0.7854, 0.8145, 0.8674 and 0.7917 respectively. The Cronbach alpha coefficient for public service delivery was 0.7962. Since all the Cronbach alpha coefficients (for the independent variables and the dependent variable) were above 0.7, the questionnaire was deemed reliable.

### **3.7 Data Collection Procedure**

An introduction letter from Jomo Kenyatta University of agriculture and technology was used to obtain research permit from the Ministry of science and technology headquarters. The researcher reported to the county headquarters and sought clearance to carry out research in the county. A reconnaissance visit to the sampled institution was made, to obtain permission from the head of the centre to conduct the proposed research in the institution at an agreed date and time; on this visit questionnaires was handed out and left behind with the relevant respondents to allow them time to fill before collection. The sampled institution was visited and data was collected from the sampled members through; document analysis, check list filled and completed questionnaires collected. Data were compiled for analysis, interpretation and discussion.

### **3.8 Data Processing and Analysis**

According to Orodho (2005) data analysis is the process of systematically searching and arranging interview script notes, data and other materials from the field with the aim of obtaining answers to the questions. Data analysis involved checking the research instruments to ensure completeness and error free. The collected data was analysed using descriptive and Pearson correlation statistics with the help of SPSS for

windows version 20 program, and presented in form of means, frequencies and percentages and correlations. The research hypotheses were tested using the one way ANOVA. The inferential statistics were undertaken using the multiple linear regression with the below equation;

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where; Y= Strategic Role of Huduma Centre

$\beta_0$  = constant

$\beta_1 \dots \beta_4$  = Coefficients of estimates

$X_1$  = Issuance of national documents

$X_2$  = Business Registration

$X_3$  = Transparency And Accountability

$X_4$  = Satisfaction Levels

And  $\varepsilon$  is the error term

The model assumes that the data is normally distributed. The findings were presented, analysed and interpreted sequentially following research questions with meanings and inferences drawn from the findings as compared with concepts in the literature review.

## **CHAPTER FOUR**

### **RESEARCH FINDINGS AND ANALYSIS**

#### **4.1 Introduction**

This chapter examines the research findings of the four research objectives as well as the data analysis. The data analysis will be undertaken using both descriptive and inferential statistics. The descriptive statistics includes the means, standard deviations and frequency distributions while the inferential statistics were undertaken using the regression analysis.

#### **4.2 Response Rates**

The target population was the customers of Huduma Centre in Nakuru in which the sample size that was used in the study was 86 respondents. Therefore, 86 questionnaires were distributed to the respondents of which 71 questionnaires were returned making a response rate of 82.56%. This response rate was deemed sufficient as it is above the 80% that is recommended by Mugenda & Mugenda (1999).

#### **4.3 Background Information**

The background characteristics were examined using the gender distribution and education level characteristics of the respondents. The gender distribution of the respondents was examined in which 52% of the respondents were male while 48% of the respondents were female. The high number of male respondents could be attributed to the fact that being a patriarchal society a lot of business activities are undertaken by men in the society. In the context of education levels, 15% of the respondents had postgraduate education levels, 29% had graduate levels education levels while 35% had college levels education and 21% had secondary school level education.

#### **4.4 Descriptive Statistics**

The descriptive statistics were examined based on the research objectives.

##### **4.4.1 Effect of National Documents Issuance on Public Service Delivery**

One of the questions in the questionnaire was whether services at Huduma Centres had reduced the distance travelled by Kenyans to go to government offices to get access to national documents. Most respondents (43.7%) strongly agreed, 32.4% agreed, 12.7% were unsure while 2.8% disagreed. 8.4% of the respondents strongly

disagreed. When asked whether Huduma Centres had reduced the costs associated with access to government services, a majority of the respondents strongly agreed (50.7%) while 33.8% agreed. On the other hand, a further 11.3% were undecided while 1.4 % of the respondents disagreed.

In respect to a reduction in unnecessary bureaucratic process, 8.5% of the respondents disagreed that there was a reduction in unnecessary bureaucratic process due to introduction of Huduma Centres while 23.9% were unsure. Kiragu, Kariuki, & Ikua, (2015), noted that the main mandate of Huduma Centres was to decentralize key government services to the citizens and improve public service delivery. Reduction of distances is one of the major achievements of Huduma Centres as some of the basic government services were brought closer to the people through the counties. Consequently, travel costs were reduced as citizens farther away from the capital Nairobi were forced to go the government offices to in the capital to access services (Kiragu, Kariuki, & Ikua, 2015).

Huduma Centres were strongly believed to reduce the time required to access government services by 38% of those contacted, while 22.5% of the respondents were undecided. Those who disagreed were 7.0% of the respondents while none of them strongly disagreed (1.4%). The fact that Huduma Centres were designed to be a one stop shop for government services was incorporates time saving in moving from one government department to another in search for services (Ng'aru & Wafula, 2015).

Huduma Centres were also believed to cause more awareness on services offered by the government by 46.5% of the respondents, while 12.7% of the respondents were not in agreement. 18.3% of the respondents were undecided while 22.5% strongly agreed. At least 45 government services are delivered and conveyed to the public under the Huduma Centre platforms (Ng'aru & Wafula, 2015). Most of these services were unknown to the citizens which have now been brought to the surface by the Huduma Centres.

**Table 4.1: Frequency Distributions-Impacts of Huduma Centre**

	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
	<b>Freq.</b>	<b>Freq.</b>	<b>Freq.</b>	<b>Freq.</b>	<b>Freq.</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Reduction of distances travelled to access government services	6 8.4%	2 2.8%	9 12.7%	23 32.4%	31 43.7%
Reduction of cost associated with access to government services	2 2.8%	1 1.4%	8 11.3%	24 33.8%	36 50.7%
Reduction of bureaucracy associated with access to government services	0 0.0%	6 8.5%	17 23.9%	21 29.6%	27 38.0%
Reduction of the timeframes associated with access to government services	3 4.2%	5 7.0%	16 22.5%	19 26.8%	28 39.5%
More awareness on services offered by the government	0 0.0%	9 12.7%	13 18.3%	33 46.5%	16 22.5%

On average, respondents were inclined to agree (Likert average score 4.3380, std. dev. =0.80965) that Huduma Centers services had reduced distances travelled to access government services. Additionally, while ignoring the strongly disagree prompt, generally respondents seemed to agree that Huduma Centres reduced costs associated with access to government services (mean= 4.3944, std. dev. =0.74602). Huduma Centers were also perceived to have reduced bureaucracy associated with access to government services as on average the respondents tended to agree ( mean 4.041, std. dev. = 0.96352). Also the respondents agreed that Huduma Centers have reduced time to secure government services mean=4.0704, std. dev. =0.97576). Respondents agreed that Huduma Centers and associated services created more awareness on services offered by the government (mean=3.8310, std. dev. = 0.92560)



**Table 4. 2: Means and Standard Deviations-Impacts of Huduma Centre**

	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev</b>
Reduction of distances travelled to access government services	1	5	4.3380	0.8096
Reduction of Costs associated with access to government services	1	5	4.3944	0.7460
Reduction of bureaucracy associated with access to government services	2	5	4.0141	0.9635
Reduction of time frames associated with access to government services	1	5	4.0704	0.9757
More awareness on services offered by the government	2	5	3.8310	0.9256

#### **4.4.2 Business Registration Services on Public Service Delivery**

On the matter of business registration, 19.7% of the respondents disagreed that Huduma Centres have enabled business to access credit facilities, while 18.3% of them strongly believed that Huduma Centres have impacted access of businesses to credit. The undecided respondents in this question formed the bigger majority (32.4%) followed by those who agreed at 29.6% and those who disagreed at 18.3%. More respondents (38.0%) agreed that Huduma Centres and associated services gave businesses access to legal protection, while 12.7% disagreed, 21.1% were undecided and 25.4% strongly agreed.

Respondents who disagreed whether Huduma Centers had improved business registration were 18.3%, while those who agreed and those who strongly disagreed were 43.7% and 21.1% respectively. Given that the majority of the respondents tended to agree that business registration was improved due to Huduma Centres, these results reinforce (Korir, 2015) assertion that Huduma Centres removed the intimidating environments that made people shy away from entering government offices. Likewise respondents who agreed and those who strongly agreed that there was a reduction in bureaucracy in document processing due to Huduma Centres stood at 29.6% and 38.0%, while respondents who disagreed and those who were undecided

were 5.6% and 22.5% respectively. Korir, (2015) emphasized on the need for less-cumbersome methods of business registration in most African Countries if possible through more digital means since most of them are out-dated, paper-based systems that require too many procedures to complete.

**Table 4.3: Frequency Distributions: Business Registration in Huduma Centres**

	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
	<b>Freq.</b>	<b>Freq.</b>	<b>Freq.</b>	<b>Freq.</b>	<b>Freq.</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Business to access credit facilities	0	14	23	21	13
	0.0%	19.7%	32.4%	29.6%	18.3%
Businesses to access legal protection	2	9	15	27	18
	2.8%	12.7%	21.1%	38.0%	25.4%
More business registering	0	13	12	31	15
	0.0%	18.3%	16.9%	43.7%	21.1%
Reduction of Bureaucracy in document processing	3	4	16	21	27
	4.2%	5.6%	22.5%	29.6%	38.0%
Improvement of ease of doing business	3	9	14	24	21
	4.2%	12.7%	19.7%	33.8%	29.6%

On average respondents were inclined to agree that Huduma Centres had enabled businesses to access legal protection (mean=3.7887, std. dev. =0.96976) and also that Huduma Centres had enabled more business registrations (mean=3.7042, std. dev. =0.99131). This was in line with the government’s assertion through the ministry of devolution that Huduma Centres had enabled businesses especially within the Small and Medium Enterprise (SME) sector to gain access to funding as well as access to legal protection (Ministry of Devolution & Planning., 2015).

According to the data collected, respondents agreed (mean=4.0423, std. dev. =0.91709) that Huduma Centres had reduced bureaucracy in document processing as well as also agreeing that Huduma Centres had improved the ease of doing business (mean=3.8873, std. dev. = 1.02189). The table below summarizes this information.

**Table 4.4: Means and Standard Deviations- Business Registration in Huduma Centres**

	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev.</b>
Businesses to access legal protection	2	5	3.7887	0.9698
More business registering	1	5	3.7042	0.9913
Reduction of Bureaucracy in document processing	2	5	4.0423	0.9171
Improvement o ease of doing business	1	5	3.8873	1.0220

#### **4.4.3 Enhancing Transparency and Accountability in Public Service Delivery**

43.7% of the respondents strongly agreed that Huduma Centres had improved transparency through impacting greater knowledge on government processes and procedures in service procedures. Availing information to the masses has been attributed to promote transparency by Simiyu (2012) who asserted that equal access to public information is a fundamental human right in a democracy like Kenya.

26.8% of the respondents were more inclined to agree that Huduma Centres had reduced corruption in government service delivery, while those who disagreed were 9.8%, those who were undecided were 16.9% and those who strongly agreed were 46.5%. The one stop shop nature of Huduma Centres was attributed Malango (2013), to have a particular ability to enhance the enforcement of rules and regulations by eliminating the face to face encounter with service provider that induces corrupt practices. The number that disagreed that there was greater adherence by public servants to the laid down service charter were 25.6%, those who were undecided were 25.6%, while those who agreed were 37.8%. On the other hand, 11.3% of the respondents strongly agreed that there was improved adherence by government officials. Adherence to service charter has been documented to improve service delivery through elimination of face to face encounters with service providers believed to reduce instances of corrupt practices (Malango 2013).

Up to 4.2% and 1.4% of the respondents strongly disagreed and disagreed that Huduma Centres had improved follow up on pending issues during service provision. 55% of them however strongly agreed, 11.2% were undecided and 28.2% agreed. Follow up may be defined as reliability in service delivery. Respondents strongly agreed that there was follow up in Huduma Centres, translating to Haron, (2005)

emphasis on reliability as an important indicator of transparency. 45.1% of the respondents agreed that Huduma Centres had improved ease of access to supervisors/persons in authority, 15.5% disagreed, 16.9% were undecided and 21.1% strongly agreed.

**Table 4.5: Frequency Distribution: Transparency**

	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
	<b>Freq.</b>	<b>Freq.</b>	<b>Freq.</b>	<b>Freq.</b>	<b>Freq.</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Greater knowledge on the government processes and procedures in services provision	0 0.0%	0 0.0%	14 19.7%	26 36.6%	31 43.7%
Reduction of corruption aspects in services provision	0 0.0%	7 9.8%	12 16.9%	19 26.8%	33 46.5%
Greater adherence by the public servants to the laid service charter	0 0.0%	18 25.6%	18 25.6%	27 37.8%	8 11.3%
Ease of follow up on pending issues during service provision	3 4.2%	1 1.4%	8 11.2%	20 28.2%	39 55.0%
Ease of access to supervisors or persons in authority during service provision challenges	1 1.4%	11 15.5%	12 16.9%	32 45.1%	15 21.1%

Respondents did not strongly disagree with any of the prompts provided to them by the questionnaires. They were on average inclined to agree that Huduma Centres had helped in impacting greater knowledge on the government processes and procedures in services provision (mean=4.2245, std. dev. =0.79673) Respondents seemed to agree that Huduma Centres had contributed to reduction in corruption in government service provision, with a mean score of 4.1408 and standard deviation of 0.98989. Respondents also agreed (mean= 3.4789, std. dev. =0.99799) that there was improved adherence by the public servants to the laid service charter due Huduma Centre Services. Respondents were additionally inclined to agree that there was ease of follow up on pending issues and ease of access to supervisors (mean= 4.4930, std.

dev. =0.6943 and mean=3.7465, std. dev.=0.98152 respectively) due to Huduma Centre services.

**Table 4. 6 Means and standard Deviations- Transparency**

	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev.</b>
Greater knowledge on the government processes and procedures in services provision	3	5	4.2254	0.7964
Elimination of corruption aspects in services provision	2	5	4.1408	0.9899
Greater adherence by the public servants to the laid service charter	2	5	3.4789	0.9980
Ease of follow up on pending issues during service provision	1	5	4.4930	0.6943
Ease of access to supervisors/persons in authority during service provision Challenges	1	5	3.7465	0.9815

#### **4.4.4 Satisfaction Levels in Public Service Delivery**

Up to 5.6% of the respondents contacted disagreed that services offered at Huduma Centre exceeded their expectations of government service provision. 54.9% strongly agreed though, 26.8% agreed while 14.1% were undecided. According to the ETD's, second operational assumption, when the customers expectation are exceeded hence the surprise effect, then the service offered may be rated very high. Looking at the findings of this study on satisfaction levels through the ETD theory, it suffices to say that Huduma Centre services have high ratings of EM.

Most of the respondents (42.3%) strongly agreed that services offered at Huduma Centre met their needs, while 5.6% of them disagreed. 18.3% of the respondents were unsure, while 31.0% of the respondents agreed. Up to 16.9% and 12.7% of the number of respondents were those who disagreed and who were unsure whether queries were addressed fully. While there was a 4.2% response in those who strongly disagreed, there was a 21.1% in responses for those who strongly agreed and 45.1% for those who agreed. Fully addressing the queries of the clients requires availing

custom designed information for each particular client designed for the different situations which improves customer/client experience (Saina, 2013).

Most people (29.6%) strongly felt that they were treated fairly same as the percentage which was unsure (26.8%) and 21% who agreed. Respondents who disagreed (12.7%) that their preferred provider of government services were greatly outnumbered by those who strongly agreed (23.9%). The number which was unsure was 16.9% were outnumbered by those who agreed at 46.5%. The higher number of respondents who agreed that they were treated fairly at the centers, confirm Chewa (2013) assertions that one stop shops or citizen's service centres are another service improvement tool, different from the various charters.

**Table 4.7: Frequency Table-Satisfaction Levels**

	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
	<b>Freq.</b>	<b>Freq.</b>	<b>Freq.</b>	<b>Freq.</b>	<b>Freq.</b>
	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>
Services offered at Huduma centre exceed my expectations of government service provision	0 0.0%	4 5.6%	9 12.7%	19 26.8%	39 54.9%
Services offered at Huduma met my needs	2 2.8%	4 5.6%	13 18.3%	22 31.0%	30 42.3%
My concerns/queries were fully addressed	3 4.2%	12 16.9%	9 12.7%	32 45.1%	15 21.1%
Huduma staff served me in a professional manner	2 2.8%	8 11.3%	19 26.8%	15 21.0%	27 29.6%
Huduma Centre is my preferred provider of government services	0 0.0%	9 12.7%	12 16.9%	33 46.5%	17 23.9%

While the respondents ignored the strongly disagree prompt, on average they were inclined to agree (mean=4.3239, std. dev. =0.87464) that services offered at Huduma Centre exceeded their expectations of government services. The same case scenario (mean= 4.0989, sd. dev. =0.9281) was observed when respondents were asked whether services offered at Huduma Centre met their expectations. Generally, respondents agreed (mean= 3.7042, std. dev. =0.99131) that their concerns and

queries were satisfactorily met by Huduma Centre services. Likewise the respondents tended to agree that Huduma Centre staff served them professionally and that Huduma Centre is their preferred provider of government services (Mean= 4.00, std. dev. = 0.77746 and mean=3.310, std. dev. =0.9256 respectively). Professionalism and cordial relationship between service providers and clients is attributed for by (Otieno & Omwenga, 2015).

**Table 4.8: Means and Standard Deviations- Satisfaction Levels**

	Min	Max	Mean	Std. Dev
Services offered at Huduma centre exceed my expectations of government service provision	2	5	4.3239	0.8746
Services offered at Huduma met my needs	1	5	4.0986	0.9282
My concerns/queries were fully addressed	1	5	3.7042	0.9913
Huduma staff served me in a professional manner	1	5	4.0000	0.7746
Huduma Centre is my preferred provider of government services	2	5	3.8310	0.9256

#### **4.4.5 Public Service Delivery through Huduma Centre**

Most respondents (36.7%) tended to agree that reliability of government services have been improved by Huduma Centre services, while 21.1% disagreed, 22.5% were undecided and 18.3% strongly agreed. Only 16.9% of the respondents disagreed that Huduma Centres had improved responsiveness of the government service providers while 32.4% strongly agreed, 35.2% agreed, and 15.5% were undecided. Timeliness of service provision due to Huduma Centres was voted by a majority as agreeable (31.0%), while 22.5% strongly agreed, 25.4% were undecided and 21.1% disagreed.

Higher numbers of respondents approving Huduma Centre services in terms of reliability in public service delivery and responsiveness is a sign of consistency in the holistic service provision. This includes availability of service attendants, availability of necessary documentation, consistency in the turnaround timeframes, and consistency in the provided information for public consumption (Mulwa, 2015). More than half, 50.7% strongly agreed that Huduma Centres services have improved assurance that expected services will be issued, 28.2% agreed, 12.7% were undecided and 4.2% disagreed. 56.4% of the respondents agreed that Huduma Centre services

provided tangible aspects of government service, 8.4% disagree, 9.9% are undecided and 25.3% strongly agree. The table below summarizes this information.

**Table 4.9: Frequency Distribution-Improvements due to Huduma Centres**

	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
	<b>Freq.</b>	<b>Freq.</b>	<b>Freq.</b>	<b>Freq.</b>	<b>Freq.</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Reliability of government services	1	15	16	26	13
	1.4%	21.1%	22.5%	36.7%	18.3%
Responsiveness of government service providers	0	12	11	25	23
	0.0%	16.9%	15.5%	35.2%	32.4%
Timeliness of service provision	0	15	18	22	16
	0.0%	21.1%	25.4%	31.0%	22.5%
Assurance that expected services will be issued	3	3	9	20	36
	4.2%	4.2%	12.7%	28.2%	50.7%
Tangible aspects of government service provision	0	6	7	40	18
	0.0%	8.4%	9.9%	56.4%	25.3%

On average respondents agreed that Huduma Centre services provided reliability of government services (mean=3.5352, std. dev. =1.02189), improved responsiveness of government service providers (mean=3.8863, std. dev. =1.02582) and improved timeliness of services provision (mean= 3.6056, std. dev. =1.03481). Huduma Centre services has led to assurance that expected services may be improved (mean= 4.2958, std. dev. =0.85179), and tangible aspects of government services provision (mean=4.0704, std. dev. = 0.72356).

Service improvement or the promise of service improvement is an indication of customer centered services vouched for by (Otieno & Omwenga 2015). They stress on the development of citizen-centric models calls for customer insight, looking at customers' wants and needs, in a holistic manner distinguishing means and ends. The focus would be on improved customer journeys and measurable benefits, and understanding the strategic risks associated with various service delivery models.



**Table 4.10: Means and Standard Deviations- Improvements due to Huduma Centres**

	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev.</b>
Reliability of government services	1	5	3.5352	1.0258
Responsiveness of government service providers	2	5	3.8873	1.0218
Timeliness of service provision	2	5	3.6056	1.0345
Assurance that expected services will be issued	1	5	4.2958	0.8518
Tangible aspects of government service provision	2	5	4.0704	0.7236

## **4.5 Inferential Statistics**

### **4.5.1 Regression Analysis**

The R square statistic defines the degree of variability in the outcome variable as explained by the variation in the independent variable. For a regression model with more than one independent variable, adjusted r-square value is normally used that captures only the significant variability. The adjusted R-Square value in this case is 0.74 implying that 74% variability in the Outcome variable is explained by the independent variables. Thus the independent variable is fairly in control of the response variable.

**Table 4.11: The R –Square value**

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
.869 <sup>a</sup>	.755	.740	.3022

After understanding the amount of variation in the outcome variable explained by variation in the independent variable, the goodness of fit of the regression model was analysed through the ANOVA table as shown in table 4.12 below. From the table, the ANOVA fit with the four explanatory variables was significant owing to the fact that the p-value for the ANOVA test was 0.000 less than the accepted 5% level of significance.

**Table 4.12: ANOVA Table**

Source	Degrees of freedom	Sum of Squares	Mean Sum of Squares	F	Sig.
Regression	4	18.57	4.643	50.85	0.00
Error	66	6.026	0.091		
Total	70	24.60			

Next, individual predictors were tested for linear relationship with the response variable. The null hypothesis for this test is that there is no linear relationship between each predictor as examined individually with the response variable. The p-values for t-test statistic are shown in the right most column of the table below, at a significance level of 0.05. From table 4.23 below all the explanatory variables have individual linear relationships with the response variable since their p-values are all below 0.05 level.

Public Service Delivery = 0.8801 + 0.2294 (National Document Registration) + 0.2412 (Business Registration) + 1.0710 (Transparency) + 0.1153 (Satisfaction)

**Table 4.13: Regression Analysis**

Predictor	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.8801	0.3001		2.932	0.0052
National Doc.	0.2294	0.1135	0.4842	2.017	0.0264
Buss. Registration	0.2412	0.0822	0.5091	2.942	0.0140
Transparency	1.0710	0.1143	2.2609	9.385	0.0000
Satisfaction	0.1153	0.0349	0.2434	3.293	0.0017

#### 4.5.2 Hypotheses Testing

This subsection of the paper will use appropriate test statistics to individually test the degree of statistical truthfulness of the above hypotheses. Before going to test the degree of truthfulness of the above hypotheses, it is worth noting that the null hypothesis and the alternative hypothesis are mutually exclusive such that the occurrence of one implies that the other will not occur. For instance if the null hypothesis that; Issuance of national documents by Huduma Centres Initiatives has no significance on service delivery, then the alternative hypothesis is that issuance of national documents by Huduma Centres has a statistical significance on service delivery.

To test the null hypothesis that;

**H<sub>01</sub>:** Issuance of national documents by Huduma Centre initiatives has no significance on service delivery amongst residents of County of Nakuru.

The computed t-statistic was 2.017 and the p-value under the null hypothesis was 0.0264. The fact that the p-value did not exceed the 5% level of significance (0.05) gives sufficient evidence to reject the null hypothesis based on the sample data collected and at 5% level of significance. Thus, it can be said that issuance of national documents has a statistically significant effect on service delivery at Huduma Centres in Nakuru.

For the hypothesis that:

**H<sub>02</sub>:** Business registration services at Huduma Centre have no significant influence on service delivery amongst residents of County of Nakuru.

Its corresponding p-value as shown in table 4.13 above was 0.0140 which was lower than the 0.05 level of significance selected for this test. We reject the null hypothesis above based on the sample data collected and at the 5% level of significance and conclude that business Registration services at Huduma Centre has a significant influence on the service delivery on residents of County of Nakuru.

Next, the hypothesis that;

**H<sub>03</sub>:** Transparency and accountability at Huduma Centre have no significant influence on service delivery amongst residents of County of Nakuru.

Was tested and its corresponding p-value 0.000. By default we reject the null hypothesis that transparency and accountability at Huduma Centre have no significant influence on service delivery amongst residents of County of Nakuru. The conclusion is that based on the sample and at 5% level of significant, transparency and accountability at Huduma Centre have significant influence on service delivery amongst residents of County of Nakuru.

Finally, for the hypothesis that;

**H<sub>04</sub>:** Huduma Centre initiatives targeting customer satisfaction levels have no significant influence on public service delivery amongst residents of County of Nakuru.

The p-value for this test as shown in table 4.13 was 0.0017 which was lower than the 5% level of significance. We therefore have sufficient evidence to reject the null hypothesis that Huduma Centre Initiatives targeting customer satisfaction levels has no significant influence on public service delivery among residents of Nakuru County.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter gives a summary description of the findings of the previous chapter together with the description of the recommendations as suggested by the results of the findings. This study was set out to find out the influence Huduma Centres have had on the perceived quality of service for the government services offered. Up to this point, it is clear that the services offered have considerably improved the perception of the masses about the ability and reliability of the government in service provision. Some of the factors investigated included transparency, professionalism, reliability, and information availability both for individuals and for business use. In doing so, the paper analysed different literature on customer service and trends in government offered services around the world in the literature review section. Four theories were incorporated into the study. Data analysis procedures and methods were synthesized in the research and the most appropriate used in this study.

#### 5.2 Summary of Study Findings

The summary of the findings of the study are as follows;

##### 5.2.1 Effect of National Documents Issuance on Public Service Delivery

At the core of the services offered by Huduma Centres is the issuance of important citizenry identification documents. Some of the documents include identification (I.D) cards, renewal and application of driver's licenses, social security numbers and health and application of National Health Insurance Fund (NHIF). Before the change in face of the government service provision, some of these basic services were quite difficult to get leading to most people almost giving up on service provision. However, the results of this paper showed that the bigger percentage (76.1%) agreed that Huduma Centres was an innovation that greatly reduced the distances travelled to secure the documents and services offered by the government. The same attitude was observed on the perceived cost reduction of securing government services where (84.5%) of the respondents agreed that Huduma Centres had reduced costs.

Another important aspect of the decentralized Huduma Centre services aside from reduction of costs and distances covered to secure the services was that Huduma Centres services greatly reduced time to be served. This was reflected by a high number of respondents 66.3% of the respondents who agreed that Services at Huduma

Centres took comparatively short times. 4.2% of the respondents strongly disagreed that the times taken to be served significantly reduced after the introduction of Huduma Centres Services. The other advantage of Huduma Centres was that aside from improving service provision in terms of the time and distances, Huduma Centres have also provided the masses with knowledge of other government services they did not know of. This was shown by 69.0% of the respondents who either strongly agreed or agreed as compared to 12.7% of them who disagreed. In general, Huduma Centres have improved on service provision and information availability about government services.

### **5.2.2 Business Registration Services on Public Service Delivery**

Huduma Centres have not only improved personal documentation and services but have also improved on business registration and services relating to business environment improvement. For instance, the paper found out that 47.9% of the respondents either strongly agreed or agreed that Huduma Centres have enabled businesses to access credit facilities. Additionally, 63.4% of the respondents believed that Huduma Centres had improved business access to legal protection as more entrepreneurs became more aware of the regulation requirements courtesy of information availability from Huduma Centres.

One of the main reasons for setting up Huduma Centres at the devolved counties was to try and erase the too bureaucratic and intimidating environment that was almost synonymous with all the government services. The central government seems to be on the right path of achieving this goal as more (63.4%) respondents agreed that Huduma Centres had worked to reduce and practically eliminate unnecessary bureaucracy in the provision of government services. The number who opposed was almost negligible at 9.8%.

### **5.2.3 Enhancing Transparency and Accountability in Public Service Delivery**

Also when determining the roles of Huduma Centres in the service provision, transparency cannot be left out. More respondents (80.3%) of the respondents either agreed or strongly agreed that transparency was improved as compared to 18.3% who disagreed that transparency was not improved by Huduma Centres. In particular, by improving information availability Huduma Centres risen in ranks on the transparency index in service provision for the masses. The indifference attitude that used to exist in most government services offices believed to propagate corruption through kickbacks was also significantly reduced through introduction of Huduma Services.

This was so because 73.3% of respondents weighed their opinions on the agreeing side that Huduma Centres had significantly reduced corruption cases as compared to the relatively low number (9.8%) that was on the disagreeing side. Huduma Centre's services had extended to follow ups in services as the number of individuals who agreed either agreed or strongly agreed that they provided these services was 88.2%. The excellent scores prove that Huduma Centres services are here to stay.

#### **5.2.4 Satisfaction Levels in Public Service Delivery**

The devolved system of providing government services appears to be highly esteemed by citizens as the results of the study showed that 81.7% of the respondents contacted agreed or strongly agreed that the services at Huduma Centres had exceeded their expectations of government services. On average Huduma Centres services have exceeded consumers' expectations marked by an average likert score of 4.09 out of a possible 5.00. Additionally, the needs of the citizens were also met satisfactorily as 73.3% of the agreed or strongly agreed outweighing the numbers that negated. On average they were also inclined to agree marked by a high average of 4.33 out of 5.

Again on average, respondents seemed to agree that professionalism and courtesy was practiced at Huduma Centres marked by an average likert of 4.00 out of 5. This figure was corroborated by a 50.6% of the respondents that agreed or strongly agreed that professionalism was being exercised at the Huduma Centres.

#### **5.2.5 Public Service Delivery through Huduma Centre**

Finally, the reliability of services offered at Huduma Centres appeared to be satisfactory as the results showed that the bigger percentage (67.6%) of the respondents contacted either agreed or strongly agreed that the services offered are reliable. The average response was that reliability of the services was evident as the average response was 3.5 out of 5.0 on the likert scale. Huduma Centres were also perceived to have reduced timelines in service provision as 53.5% of the respondents agreed or strongly agreed as compared to 21.1% who disagreed. There was an observed degree of service assurance as more than half (50.7%) of the respondents strongly agreed while only 4.2% of the respondents disagreed. Huduma Centres were also perceived to be instrumental in bringing the government closer to the people marked by 56.4% of the respondents who agreed that tangible government services had been availed by the Huduma Centres. Responsiveness of the government service providers was also highly rated as 67.6% of the respondents agreed or strongly

agreed. In summary, Huduma Centres have been instrumental in improving the face of the government particularly in the service provision ratings and availing additional information regarding government services. Instances of corruption have been reduced marked by improved transparency and accountability.

### **5.3 Conclusions**

The following are the conclusions pertaining to the objectives of the study

#### **5.3.1 Issuance of National Documents By Huduma Centre Initiatives**

The first objective of this study was to find out whether issuance of national documents by Huduma Centres had any significant influence on the services offered. The results of the paper found out that issuance of national documents has a statistically significant effect on service delivery at Huduma Centres in Nakuru, based on the study data and at 5% level of significance.

#### **5.3.2 Business Registration Services at Huduma Centre**

Business registration traditionally involved a lot of processes that whose length and many paper procedures made the whole process very cumbersome. Services at Huduma Centres have been associated with improved business registration. The results of this study sufficiently showed that Huduma Centres services have significantly influenced business registration at 5% level of significance.

#### **5.3.3 Enhancing Transparency and Accountability**

The null hypothesis that transparency and accountability at Huduma Centre have no significant influence on service delivery amongst residents of County of Nakuru was rejected at 5% level of significance thus giving sufficient evidence to conclude that transparency and accountability at Huduma Centre have enhanced service delivery amongst residents of County of Nakuru.

#### **5.3.4 Huduma Centre Initiatives Targeting Customer Satisfaction Levels**

Based on the data collected and at 0.05 level of significance, the null hypothesis that Huduma Centre Initiatives Targeting Customer Satisfaction levels do not have significance on overall service delivery was rejected. This led to the conclusion that Huduma Centres initiatives targeting customer satisfaction levels were statistically significant in the overall service delivery.

### **5.4 Recommendations of the Study**

The study's specific objectives were geared at analyzing whether the predictor variables vetted in the first chapter of this paper had any significance on the overall service delivery at Huduma Centre in Nakuru. The Independent variables, national



documents issuance, business registration services, enhancing transparency and accountability and targeting customer satisfaction levels were all statistically significant based on the sample collected for this study. These variables provide a context for policy recommendation in order to continue providing unbeatable services by Huduma Centres. For this study, the major recommendation is for the Huduma Centres all over the country to emphasize on the four variables as they have a considerable power in determining service delivery ratings.

### **5.5 Suggestions for Further Studies**

The study recommends that the role of the Huduma centre staff training to be examined in relations to its influence on public service delivery.

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## **APPENDIX A**

### **CONSENT STATEMENT TO RESPONDENTS**

My name is Mutia Mamu Mutinda, a Masters of Business Administration (MBA) student at Jomo Kenyatta University of Agriculture and Technology (JKUAT), Nakuru Town Campus. You have been selected as part of the study entitled **“Strategic Role of Huduma Centre Initiative on Public Service Delivery among Residents of Nakuru County”**.

Kindly do take a few minutes to respond to the questions in the attached questionnaires. Your input will be integral in the successful completion of the research project. Your response will be treated with utmost confidentiality and will only be used for academic purposes. No financial compensation will be made for participating in this study. In case of any need for more clarification, kindly don't hesitate to contact me.

Yours' Sincerely,

Mutia Mamu Mutinda

**APPENDIX B**  
**STRATEGIC ROLE OF HUDUMA CENTRE INITIATIVE ON PUBLIC SERVICE DELIVERY AMONG RESIDENTS OF NAKURU COUNTY**  
**QUESTIONNAIRE**

**Instructions:** Please complete the following questionnaire appropriately.

**Confidentiality:** The responses you provide will be strictly confidential. No reference will be made to any individual(s) in the report of the study.

Please tick or answer appropriately for each of the Question provided.

**PART A: BACKGROUND INFORMATION**

- 1) What is your gender? Male  Female
- 2) What is your highest education level? Secondary Level  College Level  Graduate Level  Post Graduate Level

**PART B: EFFECT OF NATIONAL DOCUMENTS ISSUANCE ON PUBLIC SERVICE DELIVERY**

For each of the following parts, please tick where applicable to the extent to which you agree using the following likert scale.

SA= Strongly Agree A=agree U=Uncertain D=Disagree SD=Strongly

	<i>The issuance of national documents through Huduma Centres has the following effect on Public Service Delivery;</i>	SA	A	U	D	SD
4)	Reduction of distances travelled to access government services					
5)	Reduction of cost associated with access to government services					
6)	Reduction of bureaucracy associated with access to government services					
7)	Reduction of the timeframes associated with access to government services					
8)	More awareness on services offered by the government					



**PART C:**

**BUSINESS REGISTRATION SERVICES ON PUBLIC SERVICE DELIVERY**

For each of the following parts, please tick where applicable to the extent to which you agree using the following likert scale.

SA= Strongly Agree A=agree U=Uncertain D=Disagree SD=Strongly

	<i>Business registration services at Huduma centres have enabled;</i>	SA	A	U	D	SD
14)	Business to access credit facilities					
15)	Businesses to access legal protection					
16)	More business registering					
17)	Reduction of Bureaucracy in document processing					
18)	Improvement o ease of doing business					

**PART D: ENHANCING TRANSPARENCY AND ACCOUNTABILITY IN PUBLIC SERVICE DELIVERY**

For each of the following parts, please tick where applicable to the extent to which you agree using the following likert scale.

SA= Strongly Agree A=agree U=Uncertain D=Disagree SD=Strongly

*Services offered through Huduma centres have impacted on the transparency and accountability in the following manner;* SA A U D SD

9)	Greater knowledge on the government processes and procedures in services provision					
10)	Reduction of corruption aspects in services provision					
11)	Greater adherence by the public servants to the laid service charter					
12)	Ease of follow up on pending issues during service provision					
13)	Ease of access to supervisors/persons in authority during service provision challenges					

**PART E: SATISFACTION LEVELS IN PUBLIC SERVICE DELIVERY**

For each of the following parts, please tick where applicable to the extent to which you agree using the following likert scale.

SA= Strongly Agree    A=agree    U=Uncertain    D=Disagree    SD=Strongly

	<i>Services offered through Huduma centres have impacted on the satisfaction levels in the following manner;</i>	SA	A	U	D	SD
19)	Services offered at Huduma centre exceed my expectations of government service provision					
20)	Services offered at Huduma met my needs					
21)	My concerns/queries were fully addressed					
22)	Huduma staff served me in a professional manner					
23)	Huduma Centre is my preferred provider of government services					

**PART F: PUBLIC SERVICE DELIVERY THROUGH HUDUMA CENTRE**

For each of the following parts, please tick where applicable to the extent to which you agree using the following likert scale.

SA= Strongly Agree    A=agree    U=Uncertain    D=Disagree    SD=Strongly

	<i>Public service delivery through Huduma centres have improved the following areas of service quality;</i>	SA	A	U	D	SD
24)	Reliability of government services					
25)	Responsiveness of government service providers					
26)	Timeliness of service provision					
27)	Assurance that expected services will be issued					
28)	Tangible aspects of government service provision					

**APPENDIX C**  
**HUDUMA CENTRE SERVICES**

1. Issuance of Initial Identity Card
2. Issuance of Duplicate Identity Card
3. Issuance of Birth Certificate
4. Assessment of Stamp Duty and franking of documents
5. Application for Access to Government Procurement Opportunities
6. Registration of Self-Help Groups and CBOs
7. Registration of Welfare Societies
8. Search of Business Name
9. Registration of Business Name
10. Registration of Limited Companies
11. Issuance of Police Abstract
12. Police Clearance Certificate
13. NSSF member registration
14. NSSF statements
15. Registration of employer with NSSF
16. NSSF Card replacement
17. Receiving NSSF Claims
18. NHIF member registration (Formal Sector)
19. NHIF member registration (Informal Sector)
20. Pin application/ replacement
21. Clearance Certificate/ Tax Compliance Certificate
22. Advance tax for Commercial vehicles
23. Log Book Search (confirmation of status)
24. Online Renewal of Drivers' license
25. Student Loan Application (undergraduate)
26. Student Loan application (postgraduate/salaried)
27. Loan repayment statements
28. Receive complaints on discrimination based on tribe and religion
29. Body Mass Index and health promotion messages
30. Blood Pressure
31. Blood Sugar

32. Registration for Electricity
33. Electricity Queries
34. Closure of Accounts
35. Registration of voters
36. Receiving complaints on service delivery
37. Reporting corruption cases
38. Issuance of Self Declaration Forms
39. Status of Pension Claim
40. Application for Dependents' Pension Claims
41. Claims for Returned Pensions
42. Change of Pay Point
43. Receiving complaints on procurement
44. Registration as a new student
45. Examination booking
46. Application for Exemption
47. Application for a student ID
48. Reactivation of membership
49. Certificate & Card Enquiry
50. Credit services to women entrepreneurs
51. Seasonal Parking tickets
52. Issuance of Single Business Permit
53. Payment of Rent & Rates
54. Impounding charges
55. Liquor licensing