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Assessing citizens' perception of service quality at Huduma centres in Nairobi County, Kenya

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**ASSESSING CITIZENS' PERCEPTION OF SERVICE QUALITY AT HUDUMA CENTRES
IN NAIROBI COUNTY, KENYA.**

Wangui Murage

41808

Submitted in partial fulfillment of the requirements for the Degree of Master in Public Policy
and Management at Strathmore University



Strathmore Business School
Strathmore University

Nairobi, Kenya.

June, 2018

DECLARATION

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other university. To the best of my knowledge and belief, the Dissertation contains no material previously published or written by another person except where due reference is made in the Dissertation itself.

Wangui Murage

Signature:

Date:

Approval

The Dissertation of Wangui Murage was reviewed and approved for examination by the following:

Dr Elizabeth Muthuma

Strathmore University

Signature:

Date:



ABSTRACT

The needs of citizens and their demands of their governments are changing around the world, including in Kenya. This change is creating complex working environments for governments that are compounded by the finite resources available to cater for multiple competing needs in service provision. In Kenya, the promulgation of the *Constitution of Kenya 2010* and the aim to provide quality services, both from private and public institutions, has catapulted the focus on quality of government services to the forefront while requiring the government to provide more services to the citizens with greater efficiency.

Kenya Vision 2030 recognizes that an efficient and effective public sector is a pre requisite to achieving global competitiveness and a high quality of life by 2030 and requires reforms to the public service. Further, the current government's manifesto singles out public service delivery, efficiency and innovation as one of its key focus areas specifically through the use of the government's Citizen Service Centres otherwise referred to as Huduma Centres.

In order for the Huduma Centres to deliver on the desired level of efficient, transparent and innovative service delivery for citizens, service quality has to be assured. Measuring the quality of service has long been a topic of discussion in the private sector, recognizing that it is difficult to measure the quality of services due to the inherent characteristics of services. It is important for the public managers to measure the service quality across government agencies and the citizen service centres because the citizens are co- producers in the service encounter and their perceptions of service quality would serve to inform the design and service standards and communications about the service by the producer and between the producer and the citizen. Further, studies have shown that levels of citizen satisfaction and the levels of trust in the government of the day are positively correlated.

This study sought to assess the citizens' perceptions of the service quality at the Huduma Centres in Nairobi County and also to ascertain if there was a correlation between service quality and citizen satisfaction. The data collected for the study are both qualitative and quantitative in nature with the qualitative being scheduled interviews with the service centre

managers as the service providers and the quantitative being data collected through structured questionnaires to the citizens.

The findings of the study reveal citizens are overall satisfied with the services at the Huduma Centres and were satisfied with the performance of each dimension of service quality measured. Further there is need for the Huduma Kenya Programme (HKP) to design the service offering in such a way that reduces the turnaround time for the citizens receiving services; invest in stable Information Communications Technology (ICT) systems and connectivity with the mother ministries; continually train the staff at the centres on customer service; and roll out other channels of service that lessen the need to physically visit the centres to get service; and more importantly continue focusing on the citizen needs in order to better serve them. Areas of further study include similar studies in more counties in Kenya to establish if there are significant differences with Nairobi County as well as comparative studies with other Citizen Service Centres around the world.

Key words: Citizen Service Centres; Huduma Centres; service quality; citizen satisfaction.

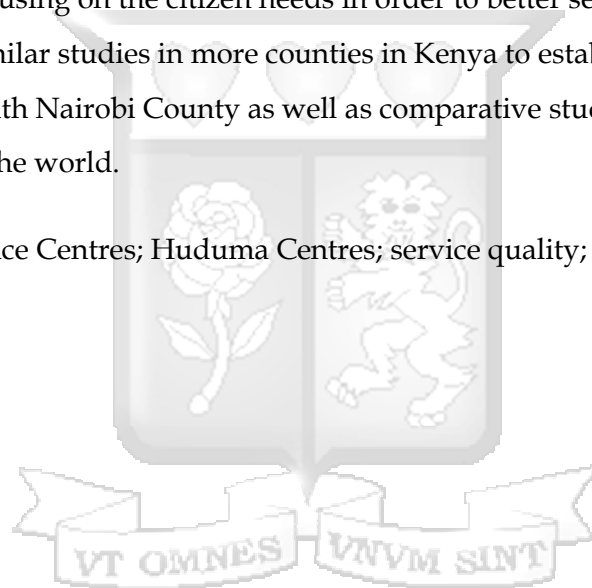


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LIST OF ABBREVIATIONS

CBD	-	Central Business District
CSC	-	Citizen Service Centres
CWGPA	-	Commonwealth Working Group on Public Administration
EDP	-	Expectancy Disconfirmation Paradigm
GPO	-	General Post Office
HKP	-	Huduma Kenya Programme
ICT	-	Information Communication and Technology
MTP	-	Medium Plan Term
NPG	-	New Public Governance
NPM	-	New Public Management
NPS	-	New Public Service
PSR	-	Public Service Reform
PSTD	-	Public Service Transformation Department
PSTI	-	Public Service Transformation Initiative
SERVQUAL	-	Service Quality
SPSS	-	Statistical Package for Social Sciences
TQM	-	Total Quality Management
UNDP	-	United Nations Development Programme
V2030	-	Vision 2030

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DEDICATION

To Hellen, Tabitha & Nixon my pillars of strength and sources of hope.



CHAPTER ONE: INTRODUCTION

1.1. Background

Chapter 13 of the *Constitution of Kenya 2010* outlines the values and the principles of the public service as one that should be '*responsive, prompt, effective, impartial and equitable in provision of services*'. It is the right of all citizens to have access to government services and for efficiency in the provision of these services. In 2014, the Commonwealth Working Group on Public Administration (CWGPA) signed the guiding principles of the public sector. These included new, pragmatic and results oriented structures and improvement of the level of professionalism within the civil service in order to improve the employee morale. (Commonwealth Secretariat, 2016)

The CWGPA also cited that

'as the pressure on public resources continues to rise, increased demand for better, high-quality and more responsive public services has prompted most governments to embrace results-oriented frameworks for programme planning and delivery. The aim is to facilitate better service delivery and 'value for money'.' (Commonwealth Secretariat 2016)

Kenya's development plan anchors its success on, among other things, the responsiveness of the government to the citizens needs and recognizes the importance of Public Sector Reforms (PSR) and highlights these reforms as key tenets in achieving the vision of becoming a globally competitive and prosperous country with a high quality of life by 2030. The most recent PSR initiative under the Medium Term Plan (MTP) 2013- 2017 is geared towards "efficiency, accountability and quality public services" (GoK, 2013). The plan acknowledges the increasing citizen expectations of government services & weak monitoring and evaluation systems for public sector reform with respect to service provision. (GoK, 2013)

Maket and Lankeu (2012) point out that the state of the public service, and quality of the services offered, is partly as a result of the influence of the colonial masters, who instituted the service to control and exert authority in their colonies. This 'command and control' approach to public service resulted in inefficiencies. Public Sector reform in recent years (since the 1980's)

has been informed by the principles of New Public Management (NPM). Implementation of NPM attempts to rectify the 'command and control' approach by, among other things, proposing adoption of market principles to improve efficiency in the public sector. The changing needs of citizens have necessitated the push for better quality of public services. NPM views the government as a provider of services to both individuals and enterprises, who are its customers. This has brought into focus the quality of the services provided by the government and the issues relating to the service quality. (Halachmi, 1997) acknowledges that there are challenges in the management of service quality in public institutions as managers have little discretion in decision making; tight budgets within which mutually exclusive service demands to numerous citizen needs must be met.

1.2 Service Quality in the public sector

Public services are defined as those services that are mainly or wholly, funded by taxation and are often offered by entities or institutions that are monopolistic or oligopolistic. They exhibit different guiding principles such as equitable treatment and the allocation of resources according to need (Humphreys, 1998). This is in contrast with private services which are offered in exchange for a price, are excludable and offered for profit.

1.2.1. Constitutional provisions on product and service quality

Chapter 4 of the *Constitution of Kenya 2010* details the bill of rights for all Citizens. Article 46 specifically focuses on Consumer rights and states that the consumers (of both private and public organizations) have a right to:

1. Goods and services that are of reasonable quality
2. Information that is necessary for them to gain the fullness of benefits of these goods and services
3. Seek for compensation for loss or for injury arising from defects in the said goods and services.

Further Article 35 states that every citizen has the right of access to information that is held by the state and by any other person that may be fundamental in the citizens' exercise of fundamental rights & freedoms. (National Council for Law, 2010)

The quality of all public services offered, even those in the Huduma Centres, must then conform to the stipulations in the *Constitution of Kenya 2010*. The Huduma Centres' geographical reach stretches across several counties and serve as one stop shops for many government ministries and offer numerous services thereby enhancing citizen access to both information and services that they require from the government.

Whether services are offered by the private or public sector, measuring service quality is difficult on account of the inherent characteristics of services; intangibility, no heterogeneity (each service varies with the provider), inseparability of the service provided and the service provider (Parasuraman, Zeithaml, & Berry, 1985). However service quality in the public sector has over the years started to gain importance as the needs of the citizens' change. Service quality in the public sector is indicative of an efficient government and has been linked with citizen satisfaction levels, which are a measure of trust in the government.

1.3 Enhancing public service efficiency

Vision 2030 articulates the need for an agile and responsive bureaucracy to respond to citizens needs in order for the country to achieve middle income status with a high quality of living (GoK, 2013). The Public Service Transformation Initiative (PSTI) in Kenya was aimed at achieving results in the provision of public services in order to enhance the lives of Kenyans (Lubembe, 2010). The PSTI birthed new result oriented structures including the Huduma Kenya Initiative. Out of the need for reform to prepare for achievement of Vision 2030, the Transform Kenya Project spearheaded by the Public Service Transformation Department (PSTD) was formed. The mission was to create fundamental and sustainable changes in the public sector that would better meet the citizens' needs and aspirations and was focused on making systematic changes and broadly embedded NPM practices focused on citizen centered outcomes across the entire civil service (UNDP, 2013).

The PSTD recommended changes that included setting up of the Huduma Kenya Programme (HKP) in 2013 as part of the *Vision 2030's* flagship projects under the MTP 2013- 2017. The goal of the programme is to enhance access to and delivery of government services to all citizens and it is under this programme that the Huduma Centres were established as one of the delivery

channels. The Centres are one stop shops for government services with the inaugural Centre at General Post Office (GPO) being opened on 7th November 2013.

1.3.1 Huduma Kenya & the Huduma Centres

Huduma Centres are an embodiment of service centres in the corporate world and were guided by the principles of NPM that advocates for management principles to be inculcated in the public sector to improve efficiency and service delivery. So far, 45 Huduma Centres have been established across various counties. Since inception the centres have served over 11 million customers and collected over KES 12 billion in service charges from these Centres (Microfinance & Fund, 2018).

In 2013 the Huduma Kenya initiative was started with the aim of improved service delivery to the citizens. It is currently housed under the Ministry of Public Service, Gender and Youth Affairs. The mandate of the Huduma Kenya Initiative is:

‘ to transform Public Service Delivery by providing access to public services and information from one stop shops Citizen service centres called Huduma Centres and through integrated technology platforms’ (www.huduma.co.ke)

1.3.2 Huduma Centre Principles

The principles that guide the Huduma Kenya initiative, and by extension the Huduma centres are: innovation, transparency, courtesy, efficiency and integrity. These principles complement those cited in the Jubilee Manifesto 2017 whose vision is to create an accountable, professional, and efficient government (Party, 2017). Further, one of their promises was directly related to the Huduma Kenya initiative: that their government will strive to expand and deliver e-government services through expanding the Huduma Centre network, together with digitizing government procurement all in an effort to increase the transparency and accountability within the government.

1.3.3 The role of the Citizen

The citizens are at the centre of this study and they are even protected by the Bill of rights in the *Constitution of Kenya 2010*. The citizens are both individuals and business who require the services of the government at the various ministerial departments, who have been housed under the single door Huduma Centres. For the purposes of this study we have taken Citizens as the individuals who have gained legal citizenship in Kenya.

The role of the citizen in the study is to inform and appraise the design and standards of quality at the Huduma Centres through their feedback. Also, through the payment of taxes, which are then used by the government in service delivery, are the ones who fund the Huduma Centres and therefore should play a central role in the appraisal of services delivered. Governments exist to serve its citizens and they are therefore core to quality of service provided as they are also co- producers of these services.

1.4 Problem definition

The study seeks to assess the citizens' perception of service quality as provided by the government at the one stop shops or citizen service centres. Citizen perceptions of service quality need to be assessed because citizens are not only recipients but are also co- producers and co- designers of the services being offered. Their input in the form of feedback needs to be incorporated into service design and standards and into policy formulated to ensure service quality for citizens.

Reasonable quality of services has been entrenched in the *Constitution of Kenya 2010* under the Bill of Rights. This study seeks to assess whether services of reasonable quality have been provided by the Huduma Centres in Nairobi County. The Huduma Centres are relatively new in Kenya (5 years in operation) and to the best of my knowledge, no studies have been conducted to assess the perceptions of the service quality offered within the centres, and specifically from the citizens' point of view. It is important to note, however, that similar studies have been conducted in Greece, Canada, Brazil, and Denmark which also have CSCs. The uniqueness of this study is that it was conducted in a Developing Country context.

1.5 Research Objectives

The overall objective of this study is to assess citizens' perception of the service quality at the Huduma Centres in Nairobi County.

The specific research objectives for the study are:

- To assess the citizens' perceptions using the dimensions of service quality at the Huduma Centres in Nairobi County
- To establish the extent to which citizens are satisfied with the quality of service at the Huduma Centres in Nairobi County

1.6 Research questions

- What are the citizens' perceptions of service quality with respect to the five (5) dimensions of service quality at the Huduma Centres in Nairobi County?
- To what extent are citizens satisfied with the quality of service at the Huduma Centres in Nairobi County?

1.7 Scope of the study

The study will focus on the Huduma Centres in Nairobi County which has five (5) Centres (GPO, City Square, Kibra, Makadara and Eastleigh) of the 45 Huduma Centres across the country. The study will focus on two of those Huduma Centres: GPO and City Square, because of their proximity to the researcher and they offer the broadest services to the citizens as compared to the other three in the county. The researcher was given permission by the HKP to conduct the research only at these two Centres.

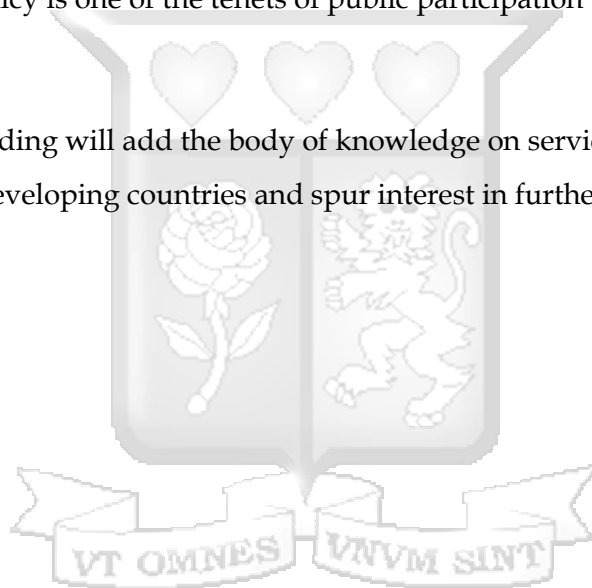
1.8 Significance of the study

The feedback from the citizens, through this study, when shared with the public managers in charge of the Huduma Centres, will inform service design and service standards as the citizens are not only recipients but also co-producers and co-designers of the services provided.

The public managers in charge of the Huduma Centres and within the HKP will benefit from the study findings by identifying what the citizens consider in evaluating the effectiveness and efficiency of the Huduma Centres in service delivery and the dimensions of service that they consider important in evaluating the quality of the service offered. The study will help the public managers be able to assess the extent to which their endeavor to improve public service has borne fruits.

Policy makers will also obtain feedback on the effectiveness of the PSR specific to improvement of service delivery through innovation at the Huduma Centres. The feedback is also of importance because citizens are co-producers of policy and their participation in the formulation of public policy is one of the tenets of public participation which is enshrined in the constitution.

The study results and finding will add the body of knowledge on service quality at one stop shops in the context of developing countries and spur interest in further research on the topic.



CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter will look at the literature supporting service quality and also the paradigms of public management as the setting up of citizen service centres and the resultant emergence of public sector service quality cannot entirely be accredited to the NPM paradigm.

The efficiency and effectiveness with which the public sector offers services to the citizens has been a focal point of the formulators on public policy for years. In addition to efficiency, NPM as a management culture emphasized the centrality of the citizen (customer) and accountability for results, which in turn brought the issues of service quality in the public sector to the forefront ("REPUBLIC OF KENYA," 2017). NPM is accredited for the introduction of the citizen service centres, and in keeping with this and the National Development Agenda, the Huduma Centres were opened in 2013.

An increase in the use of information technology, coupled with the continued growth of the knowledge in society has resulted in complex working environments for public organizations and their employees (Chatzoglou, Chatzoudes, Vraimaki, & Diamantidis, 2013). Public sector organizations have been continually under pressure to deliver quality services while improving their efficiency (Robinson, 2015). There is a constant push towards improved efficiency in a public service that has experienced budget cuts to its institutions in light of competing needs of economies and countries across the world.

According to the Department of Public Service & Administration (1996), public services are no longer viewed as a privilege especially in the civilized and the democratic society that we live in; they are viewed as a legitimate expectation of the citizens. The *Constitution of Kenya 2010* affirms this by making the assurance of reliable quality of goods and services and information necessary to gain full benefit of these services, inclusive of both private and public goods and services (Chapter 2, 46, 1 (a)(b)). Efficiency and improvement of service quality of public services is further entrenched in the development blueprint, *Vision 2030*, which acknowledges these two aspects as key in order to attain global competitiveness (GoK, 2013).

The challenge of attaining and maintaining high levels of service quality in the public service has been growing in momentum in response to the changing citizen needs. The application of NPM methods and concepts has been termed as an effort to correct the shortcomings of the traditional public service -seen as slow and inefficient- into an efficient and citizen- centric service (Wood, 2000). In addition to the NPM methods and concepts , other concepts concerning the quality of services such as Total Quality Management (TQM) have been adopted in the public sector organizations since the early 1990s (Hansen & Hansen, 2018).

2.2 Theoretical framework

This section will examine the main theoretical foundations supporting the study. The study, in addressing service quality, will draw from the Expectancy – Disconfirmation Paradigm of customer satisfaction (EDP) because customer satisfaction has been previously used as a proxy measure of service quality. The study will also review the evolution of the paradigm of public administration from the old administration to New Public Service (NPS). The theoretical framework provides a basis for examining service quality in the public sector.

2.2.1 Expectancy – Disconfirmation Paradigm of customer satisfaction

There are many theories that attempt to explain the theory of customer satisfaction; mostly drawing from the studies in the private sector. These include Expectancy- Disconfirmation Paradigm (EDP), value percept theory, attribution theory, equity theory, dissonance and contrast theory, among others. This study anchors on the expectancy- disconfirmation theory of customer satisfaction to set the stage for discussions on service quality. The expectancy – disconfirmation theory was first suggested by Helson in 1964 after drawing of the adaptation level theory of customer satisfaction (Yüksel & Yüksel, 2008).

The EDP has been proposed as a promising framework for assessing customer satisfaction. This model implies that the customer purchases goods and services with pre- purchase expectations about the level of performance that they anticipate (Yüksel & Yüksel, 2008). In evaluating the product, the customer uses the expected level of service as the benchmark against which they measure the product's performance outcomes. Disconfirmation happens when the customer expectations and the outcomes are different (either positive or negative). When the expectations

and outcomes match, there is confirmation. This results in customer satisfaction or dissatisfaction depending on whether the disconfirmation is positive or negative. This theory has been applied in marketing and job satisfaction surveys among other disciplines (Yüksel & Yüksel, 2008).

There are two methods of disconfirmation. The inferred approach, which borrows from the theory of satisfaction, refers to computation of the expected performance and evaluation of performance. The difference between these scores gives the third variable called the *disconfirmation* or *difference score*. The direct approach uses scales to measure dis/confirmation such as better than or worse than expected. Because the questions on satisfaction/dissatisfaction are asked directly, the researcher does not have to attach scores to responses (Yüksel & Yüksel, 2008).

The EDP measure of customer satisfaction complements the work of Christian Gronross on the evaluation of service quality. Gronross' model of service quality contends that service quality is determined by customer expectations of the service to be provided and their evaluation of the actual service received from the provider (Felix, 2017).

2.3 Evolution of the paradigms of public administration and their relation to service quality

The question of public service quality, as denoted by efficiency of the administration, dates as far back as public administration has existed (Denhardt & Denhardt, 2000). This section of the study traces the paradigms of public administration from Weber's bureaucracy to the most recent paradigm of New Public Service (NPS), the underlying theoretical framework for each paradigm, to whom the public servants are responsible to and the role of government in each paradigm. A primary concern for each paradigm has been efficiency of the administration in its service delivery (Denhardt & Denhardt, 2000).

In reviewing the evolution of public administration, we note that each approach to public administration has had an underlying philosophy and conceptual framework that is distinct and is underpinned by certain theoretical foundations. Through each paradigm, the study seeks to trace the evolution of the organization structure and the effects of the modes of service delivery and quality of service.

2.3.1 Old public administration

Weber's theory of public administration was based on a hierarchical order neutrality of the bureaucracy in its operations which would be paramount to its achievement of efficiency in the provision of services (Lam, 1997). The focus was on the organizational structure and resultant efficiency underpinned by the principles of meritocracy and hierarchy (Robinson, 2015). The administration of bureaucracy was to be continuous, predictable and governed by a strict set of rules, coupled with the scientific management of division of labour among the civil servants was seen as key to ensuring efficiency- every person knew their role and played it. The administration also assumed that, public servants served public rather than their own private interests (Robinson, 2015).

The 'command & control' approach to public administration was introduced to Kenya in the colonial era and adopted post- independence. However, the post independence administration continually became bloated by duplication of duties resulting in inefficiencies. Further, one of the key distinctions made by Weber on the need to separate the policy makers from implementers was not respected due to interference by politicians in the bureaucracy further aggravating the inefficiency issues. These inefficiencies coupled with the continued demand for better services by the citizenry, in Kenya and across the world necessitated the push for reforms within the public administration and ushered in the era of New Public Management (NPM) in the 1980s.

2.3.2 New Public Management (NPM)

NPM was, among other things , aimed at making the public administration more results directed, market oriented, customer driven, and entrepreneurial (Lam, 1997). The concept was a response to the failure of the old administration to respond appropriately to demands of a competitive market economy (Robinson, 2015) and its principles lay in private sector management principles and was aimed at injecting competition into the public administration (Robinson, 2015). NPM resulted in a growth in the use of markets, competition; contracts for resource allocation, and a focus on service delivery in the public sector. There was also a renewed emphasis in delivery of results, performance measures, and a strong focus on containment of costs within the administration. NPM also brought into focus aspects of

performance management and service charters for public service offices. It was the first public administration paradigm to have the citizen both as a customer of the government and the major focus of the public service. For this reason, the quality of service to the citizen as a customer became paramount to the administration.

Schonauer, (2008) notes that NPM suggests a new set of norms have developed in public administration viewing public institutions as enterprises and the citizens to whom they offer services to as customers with individual needs. Drescher quoted in (Schonauer, 2008) challenges the NPM approach and claims that in some countries where these suggested techniques have been adopted there has not been improved efficiency, effectiveness or quality of public services. In order for the government of the day to legitimize and justify the spend and extensive restructuring of the public sector, improvement of service quality is crucial (Schonauer, 2008). However, innovation, lauded by the private sector as a way to improve service levels, has not been readily taken up in the public sector due to inertia in the adoption of e- government initiatives, even when studies show that this would increase the level service delivery (Arfeen, 2016).

2.3.3 New Public Governance (NPG)

NPG approach places the citizens rather than the hierarchy in the old administration; managerial values and processes in NPM at the centre of reference. Bourgon (2007) advocates that the public administration theory needs to be anchored in the concepts of public interest and citizenship. Public interest, he argues, should be expressed as a shared citizen interest and not, as per the public choice theory, an aggregation of individual interests determined by the market preferences or the elected leaders/ politicians. NPG theory focuses on the citizens as co-producers of both public policy and public services. The citizens play a role in the delivery of the services needed from the government.

2.3.4 New Public Service (NPS)

NPS borrows and builds theory from NPG, It argues that the focus of public management should be the citizen. The theory includes the civil society and communities in the country as additional focal points to the citizens. Accordingly, public servants are charged with the duty of

assisting citizens to articulate and meet their shared interests rather than to control and to steer the society (Denhardt & Denhardt, 2000). NPS is anchored on the democratic theory that the citizens are active and involved in the running of the public services and are not just passive recipients of policy. The democratic theory challenges the premise of rational choice theory and holds that citizens will look beyond their self interest to wider public interest and the role of the public servant is to facilitate opportunities for strengthening citizen engagement in finding solutions to societal problems (Denhardt & Denhardt, 2000).

2.3.5 Summary of public administration paradigms

Table 2.1 below shows a summary of the public administration paradigms. In the old bureaucracy public interest shifts from the political and enshrined in law to a continuous dialogue with shared values .The administration changes from serving clients and constituents to customer and finally they are viewed as citizens and with these changes the organization structure from hierarchical bureaucratic organizations to decentralization of organization with autonomy within the government agency and finally evolving into collaborative structures in the new paradigms.

The table below summarises & compares the key perspectives of the theories on public administration.

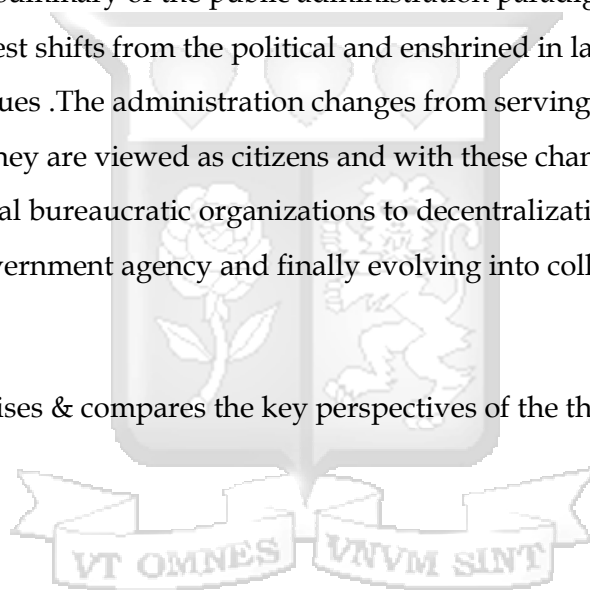


Table 2.1: Summary of the public administration paradigms

	<i>Old Administration</i>	<i>New Public Management</i>	<i>New Public Service</i>
Theoretical Foundations	Political theory, naive social science	Economic theory, positivist social science	Democratic theory
Rationality & models of human behaviour	Administrative rationality, public interest	Technical and economic rationality, Self interest	Strategic rationality, citizen interest
Conception of public interest	Political , enshrined in law	Aggregation of individual interests	Dialogue with shared values
To whom are public servants responsible?	Clients and constituents	Customers	Citizens
Role of government	Rowing implementation focused of politically defined objectives	Steering service as a catalyst to unleash market forces	Serving negotiating and brokering interests among citizens
Mechanisms for achieving policy objectives	Administering programmes through government agencies	Creating mechanisms and incentives through private and nonprofit agencies	Building coalitions of public , nonprofit private agencies
Approach to accountability	Hierarchical administrators responsible to elected leaders	Market driven outcomes result from accumulation of self interests	Multifaceted - public servants guided by the law , values , professional norms and citizen interests
Administrative discretion	limited discretion granted to public officials	Wide latitude to meet entrepreneurial goals	Discretion needed but constrained and accountable
Assumed organizational structure	Bureaucratic organizations with top down authority and control of clients	Decentralized public organizations with primary control within agency	Collaborative structures with shared leadership
Assumed motivational basis of public servants	Pay and benefits , civil service protections	Entrepreneurial spirit, desire to reduce size and functions of government	Public service, desire to contribute to society

Source: Adapted from Denhardt and Denhardt (2000, p.554)

2.4 Empirical Review

This section reviews the studies conducted with respect to service quality with a focus on service quality in the public sector. The empirical review focuses on service quality in general, its application in the public sector and also the success or failure of the implementation of government one stop shops across the world and how these have impacted on the public service quality levels in those countries.

2.4.1 The SERVQUAL framework

Parasuraman et al., 1985,1988 conducted a study on service quality in private sector service firms through the use of focus groups. The study put forward the service quality theme that the perceptions of service quality from customers are as a result of a comparison between the customer expectation of service and the actual service performance. Their study also concluded that the evaluation of service quality was judged by both the outcomes of the service encounter and also by the process. From these studies they developed the Service Quality model (SERVQUAL) to help managers in identifying gaps in their service offering and in closing these gaps, organizations, they argued, would achieve better service quality for their customers.

Parasuraman et al., (1985) identify that in the provision of services, the evaluation of the service quality is defined by the customer who for the purpose of this study are the citizens. The criterion for the evaluation of the service quality is determined by the recipient who expects that they provider will be 'reliable, responsive, competent, credible and understanding, have the appropriate demeanor communicate effectively and inspire confidence' (Parasuraman et al., 1985). SERVQUAL focuses on the gaps in the provision of services both from the customer and the service provider. In this framework, the gaps are examined across what are identified as the five dimensions of services.

Table 2.2: The dimensions of service

Dimension of service	Context
Tangibles	Focus on the physical environment where the service encounters take place;
Reliability	Is the ability of the service provider to deliver the promised service dependably and accurately
Responsiveness	The willingness of the service provider to attend to citizen needs in a prompt manner.
Assurance	Is the service providers' knowledge level and courtesy to the citizen
Empathy	Is the individual attention to each citizen during the service encounter

Parasuraman et al., (1985) have put across in their research, that the exploration of these dimensions and subsequent measurement is instrumental in revealing the areas where the managers would exert their efforts in order to improve the service encounter. Parasuraman et al., (1985) established the SERVQUAL (Service Quality) in an attempt to provide a framework that could be used to measure the quality of services. Though their study was mainly for use in the private sector this framework has been adopted in the measurement of all services in the public sector. According to Parasuraman et al., (1985) information on the service gaps can help managers diagnose where performance improvement in the provision of services can best targeted (Chatzoglou, Chatzoudes, Vraimaki, & Diamantidis, 2013).

2.4.2 Application of the SERVQUAL framework in public sector

(Chatzoglou et al., 2013) used the SERVQUAL framework in measuring the level of public service quality at the Citizen Service Centres (CSCs) (one stop government shops) in Greece. The study also aimed at underpinning the citizens' importance in planning and provision of services. In their study they made modifications to the SERVQUAL framework in order to fit the needs of the public sector institution. The study used random sampling and reusable questionnaires administered to citizens at the CSC's across the country. The study findings included the scores of various dimensions of service quality showing that the performance was positive for some dimensions and negative on others.

(Kant & Jaiswal, 2017) have used the SERVQUAL framework, service dimensions, in measuring the performance of public sector banks in India. The purpose of their study was to determine the perceptions of service quality and their implications on the client satisfaction with the banking industry, which is still government controlled. The study used a structural equation model to collect data from 480 respondents. Their findings were that responsiveness was a key dimension that linked with customer satisfaction. In their study they made changes to the SERVQUAL framework to fit into the public financial services sector and measure service quality.

(Fan & Yang, 2015) conducted a study on the quality of e- government services from the user (Citizen) perspective, using the Information Services and SERVQUAL models as guidance for their study in China. The study was partially guided by the fact that despite the huge expenditure on digitization by the Chinese government commencing in 1999, the uptake of e- government in China is around 5% in comparison to 35% in the US. They sought to find out if there was a correlation between online service quality and offline (face to face) service quality in relation to e- government and whether either influenced the quality perceptions of the other. From their study, they found that the user's perceptions on offline services impacted the perceptions of the online service quality.

2.4.3 Applications of EDP in public sector

Korir, (2015) conducted a study on the factors of quality that affected customer satisfaction and efficiency at the GPO Huduma Centre. The study focused on the factors that affected the customer satisfaction at a Huduma Centre in Nairobi County, including service quality, efficiency and employee satisfaction. The study uses random sampling of 50 citizens who are interviewed to get the qualitative data. The study established that there was a correlation between the customer satisfaction and service quality at the Huduma Centres, with service efficiency being the most important component of service quality. The study also pointed to sources of dissatisfaction such as delays at counters, and lack of a properly managed queuing system for the citizens in the centre resulting in citizens ending up at the wrong service counters.

2.4.4 Public innovation, E-government and quality of public services

In 1990's the US embarked on a project to improve performance within the civil service and in response implemented the National Information Infrastructure plan with a view to not only improving performance in the provision of services , but through e- government, bring about governance reform within the public service (Fan & Yang, 2015). Ever since, e- government has caught on across the world.

Public Innovation

Innovation in the public sector has been defined as the *implementation* of a new or *a significantly improved* process or product, a new organizational method in business practices or a workplace organization (Daglio, 2014). It therefore refers to significant changes in the public administration and/ or in the delivery of public services this need not be an entirely new change but one that is new to the organization even though it has been implemented elsewhere (Roberts, 1992). The Huduma Centres are a public sector innovation in that it has been implemented and has resulted in significant process improvement even though CSCs have been implemented in other countries.

There has been a growing gap between the requirements of the citizens of the public service, increasingly complex working environments and the capacity of the public agencies to meet these requirements (Zegans, 1992). Technological and service delivery innovations can close this gap. Pursuit of innovation is important to the public managers due to fiscal constraints, burgeoning citizen needs and rapid demographic and technological changes (Zegans, 1992).

Models of implementing e- government

E-government refers to the delivery information and services online through the internet or other digital means (West, 2004). It is the application of ICT to the governments operation and organization (Teicher, Hughes, & Dow, 2002). The proponents of e- government promise that increased economies of scale in service provision, increase citizen participation in governance increased accountability and transparency (Ahn & Bretschneider, 2017).

E-government means that the interaction between the citizens and the government is at the citizens' convenience and not only when the government is open for engagement with the citizens. Internet delivery systems are non hierarchical, nonlinear, two- way and are available around the clock. E-government has in recent years been debated as having an impact on delivery of services, democratic responsiveness, and public attitudes (West, 2004). What is more, some scholars in public policy contend that the use of ICT alters the control and capacity features of traditional bureaucracies (West, 2004).

Citizen service centres are a common component to the e- government strategy (Petrakaki, Hayes, & Introna, 2009). The centres are set up in order to further enhance efficiency in the provision of government services. They are single contact points where multiple government departments and agencies come together in order to deliver services to the citizens(Petrakaki et al., 2009). Huduma Centres are the front office and the ministries in the back office process the citizens' service orders.

These centres have been set up in Greece, South Africa, Singapore, Canada and other countries. Studies have shown that these centres have improved the quality of provision of government services though this is dependent on the extent of integration of the e- government. The citizen service centres can be set up using the following models: single door, single window

2.5 Summary of the literature

The rise of NPM in the 1980's holds that the government is a provider of services to citizens and enterprises who are customers. This replaced the control and command action of the old administration whose main focus was on efficiency of the bureaucracy. In recent times, NPS prostrates the citizens as co-producers in the provision of services and in the formulation of policy rather than passive participants in the entire process. The *Constitution of Kenya 2010* recognizes the importance of safeguarding the citizens from poor quality goods and services and hence sets the stage for improved quality of government services. Further the demands of the citizens of their governments are evolving and citizen satisfaction levels have been associated with the citizen's level of trust in their government. In Kenya, the constitutional provisions and evolving citizen's needs have brought the quality of government services to the forefront.

The SERVQUAL framework has been used as a framework for measuring of the quality of services across the private sector and has been successfully adapted to public sector services. It has been used to measure service quality for both online and offline government services.

2.6 Gap of the study

Studies have been conducted on citizen satisfaction with the Huduma Centres; however no study has been conducted on the citizens' perceptions of the service quality specifically using the SERVQUAL model as the guiding principle. Further, limited studies have been conducted on the impact that the Huduma Centres have had on the government service provision and public service delivery especially given that they have been in operation for less than five years.

The SERVQUAL model of service quality has been modified for various studies in order to adapt it to assess the quality of government services. Further, government service quality has been measured through assessing the customer/ citizen satisfaction as a proxy indicator of service quality. This study seeks to assess the service quality from the citizens' point of view by measuring their perceptions of the services offered by using service quality dimensions as defined in the SERVQUAL model. Citizens are co- producers of policies and are important stakeholders in the delivery of services and hence their perceptions of service quality can help improve the delivery of public services. Further, the perceptions will be measured against the expectations contained in the service charter at the Huduma centres to assess the gap between the citizen perceptions and expectations from communications from the Huduma centre and analyze the gaps and their impact on service quality.

2.7 Conceptual Framework

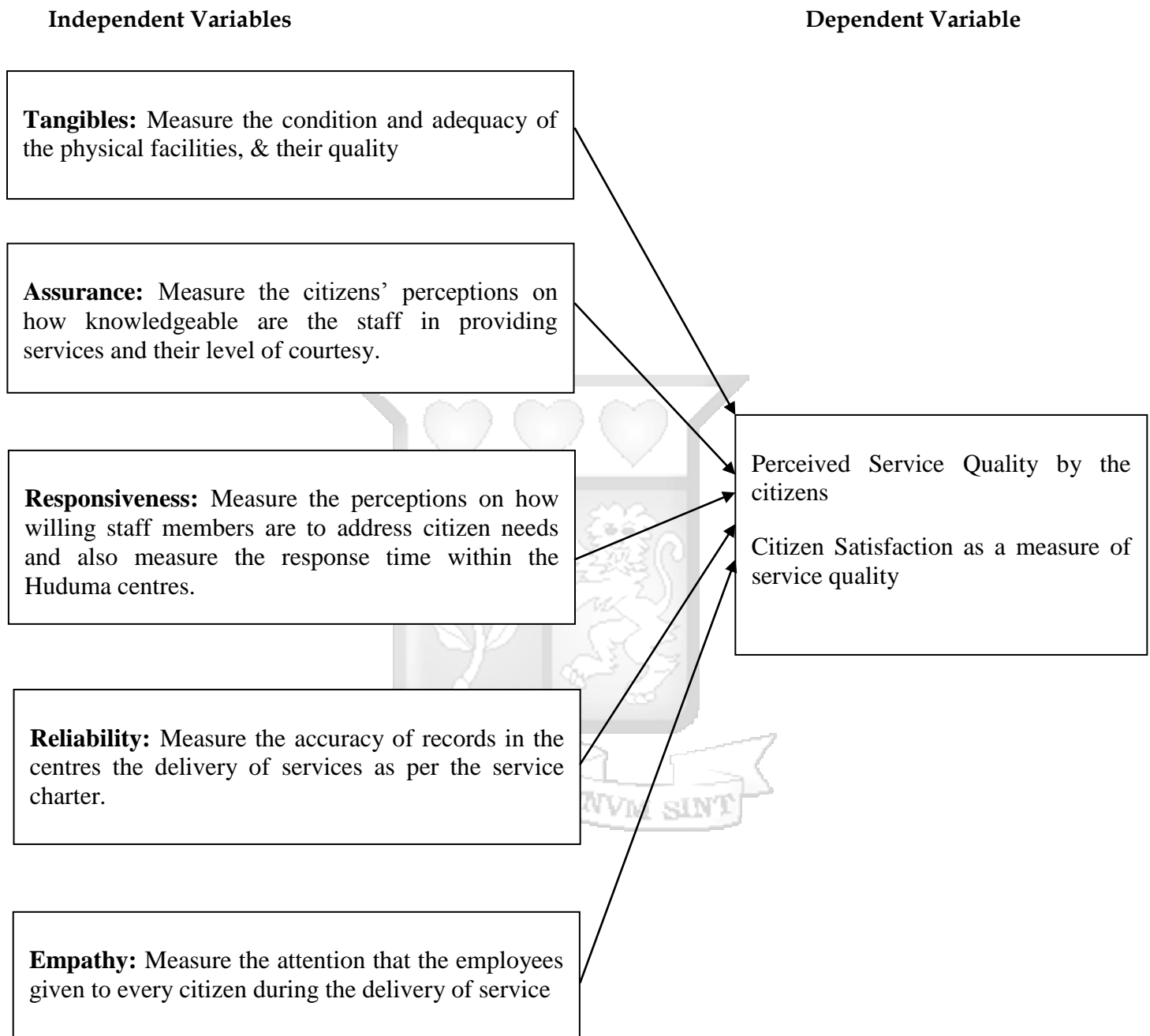


Figure 2.1: Conceptual Framework

CHAPTER THREE: RESEARCH DESIGN

3.1 Introduction

This chapter focuses on the research methodology to be used in carrying out the study. It will cover research design, population and sampling, data collection methods, data analysis approaches, research quality and ethical issues under consideration.

3.1 Study Design

According to Kothari, (2004) a study design can be defined as the plan for obtaining answers to the questions being studied and for handling some of the difficulties encountered during the research process. It is therefore the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

This study adopted a descriptive survey design. According to Upagade, and Shende, (2013) a descriptive survey is mainly concerned with description of facts only. It is a self-report that requires the collection of equitable information from sample (Orodho, 2005). Descriptive survey is appropriate for the study whose intention is to present a situation, what people currently believe in, what people are doing at the moment and so forth (Baumgartner, Strong and Hensley, 2002) with no control of the variables under investigation which is a limitation. The design was considered suitable as it allows an in-depth study of the assessment of the Citizens' perception of the service quality at the Huduma Centres in Nairobi County.

Structured questionnaires will be administered to the citizens to collect quantitative data and key informant interview guides to be administered using scheduled interviews for the service centre managers at the Huduma Centres.

3.2 Population and sampling

3.2.1 Population

Burns and Grove, (2003) describe a target population as the entire aggregation of respondents that meet the designated set of criteria. According to the Kenya National Bureau of Statistics

(KNBS), in 2017, there were approximately 1.2 million citizens who sought services at the Huduma Centres within Nairobi County an average of 8,000 citizens per day. These formed the study population from which a study sample was found.

3.2.2 Sampling for quantitative data

According to Upagade and Shende, (2012) sampling method is a definite plan for obtaining a sample from a given population upon which data is collected from. The study used systematic random sampling which is a probability sampling technique to identify participants for the study. Systematic random sampling was used to identify the members of the public who sought public services in Huduma centers in Nairobi County. The researcher introduced themselves to the Center manager who identified the (other) Center managers in the various stages. The Center managers identified the members of the public who had received the public services and introduced them to the researcher and the research assistants. A random recipient of the public services was first selected after which every third recipient of the public services was sampled so as to give members of the public at the Huduma Center an equal chance of being sampled for the study.

According to KNBS there are 8,000 people in Nairobi County who receive Huduma Kenya Centre services daily within Nairobi County. Kothari, (2004) defines a sample as the selected respondents who represent the entire population. Given that there are 8,000 people in Nairobi County who receive Huduma Kenya services daily within Nairobi County, conducting a survey on such a population requires time and resources. As a result coming up with a sample that represents the whole population in the study will be essential. According to Mugenda and Mugenda, (2003) a large population requires a formula to come up with the sample. Determining a final sample for a large population is assumed to be normally distributed at a confidence interval of 95% or significance interval of 10%. Based on the formula below the minimum target sample for a large population were 384 citizens.

The sample for a large population is determined using the Cochran's, (1997) formula given as;

$$n = \frac{t^2 * (p)(q)}{d^2}$$

Where:

n = Sample size for large population

t = Normal distribution t value score, e.g. 1.96 for (0.25 in each tail) a 95% confidence.

p = Proportion of units in the sample size possessing the variables under study, where for this study it is set at 50% = (0.5)

q = (1-p). = (1-0.5) = (0.5)

pq = estimate of variance = 0.25.

d = Acceptable Precision margin of error desired or the significance level which is 5% (0.05) for the study

Hence substituting the values in order to determine the required sample size for this study population as follows we obtain:

$$n = \frac{(1.96)^2 * (0.5) (0.5)}{(0.05)^2} = 384$$

The sample size for this population, **n**= 384.

Table 3.1: Sample Size for Quantitative Data

Huduma Center	Population	%	Sample
GPO	3,000	37.5	192
City Square	3,000	37.5	192
Kibra	1,000	12.5	0
Eastleigh	1,000	12.5	0
Total	8,000	100%	384

The sample size consisted of the Huduma Centres at GPO and City Square as the researcher was only given access to these two centres for data collection of both the qualitative and quantitative data.

3.2.3 Selection for qualitative data

The qualitative data was to be obtained from key informant interviews with the Huduma Centre, service centre managers. The service centres are manned by the service manager and an assistant who oversee the service offering at each Centre. Two service centre managers per Centre were selected purposively. The managers selected have been at the Huduma Centre for more than 3 years in order to leverage on the longevity of the managers and their institutional history and obtain the most informed responses. One manager was selected at the Huduma Kenya Program who is responsible for service quality.

3.3 Data Collection Methods

Burns and Grove, (2003) define data collection as the precise, systematic gathering of information relevant to the research problems, using methods such as interviews, participant observations, focus group discussion, narratives and case histories. Primary data was gathered by use of structured questionnaires and captured through a 5-point type Likert scale with close-ended questions distributed to respondents.

This type of questionnaires was more appropriate because it enabled consistency in questions asked and data yielded was easy to analyze. Likert scales are good in measuring perception,

attitude, values and behavior. The Likert scale assists in converting the qualitative responses into quantitative values (Mugenda & Mugenda, 2003, Upagade & Shende, 2012).

The researcher used a consent letter before administering the questionnaire to the respondents. The questionnaires were disseminated by research assistants. The research assistants were trained on how and to whom to administer the questionnaires right outside the selected Huduma Centers in Nairobi County. The trainings included; listening skills, etiquette and what kind of answers to anticipate following the objectives of the study. The researcher always made follow ups to ensure objectivity.

Scheduled interviews were used to collect data from key informants including the managers in the Huduma Centers selected for the study and at the Huduma Kenya Programme. Structured interview schedules were used to shed light on various roles and opinions in quality of services offered in the Huduma Centers. The interviews helped to elicit and compare information collected from the study area.

3.4 Data Analysis

Quantitative Data

Burns and Grove, (2003) define data analysis as a mechanism for reducing and organizing data to produce findings that require interpretation by the researcher. The quantitative data was sorted, coded, edited, and entered in Microsoft Excel. Data gathered from the questionnaires was analyzed quantitatively using statistical package for social sciences (SPSS) computer software. SPSS generated descriptive and inferential statistics.

Descriptive statistics including the mean and standard deviation were used to capture the characteristics of the variables under study. Inferential statistics via regression of coefficient was used to analyze the relationship of the dependent variable; perceived citizen satisfaction and independent variables which are; tangibles, reliability, responsiveness, assurance and empathy. The following regression model aided in determination of coefficients of the independent in relation to the dependent variable.

The multivariate model is as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \mu$$

Where;

Y = Perceived Citizen Satisfaction

X₁ = Tangibles

X₂ = Reliability

X₃ = Responsiveness

X₄ = Assurance

X₅ = Empathy

β_0 = the constant term while the coefficient.

B_{i...i} = 1....5 were used to measure the sensitivity of the dependent variable (Y) to unit change in the predictor variables.

μ = the error term which captures the unexplained variations in the model.

Qualitative Data

Qualitative data collected from the key informant interviews with the service managers. The responses were identified and grouped into thematic areas based on the interview guide in line with the objectives of the study. Exploratory questions were also asked around these thematic areas.

3.5 Research Quality

Validity

According to Polit and Hungler (1999), validity refers to the degree to which the instrument measures what it is supposed to be measuring. Other researchers must be able to perform exactly the same study under same conditions and generate the same results. This study will adhere to internal validity by ensuring that all steps of the scientific research methods are followed. The researcher will adhere to external validity by holding constant such factors that may affect the validity and reliability of the findings such as in the case of the number of people who receive public services in Huduma Kenya Centers.

Reliability

Reliability relates to the precision and accuracy of the instrument. If used on a similar group of respondents in a similar context, the instrument should yield similar results (Cohen et al 2000). Reliability will be necessary ingredient for determining the overall validity of this study and hence enhance the strength of the result. Accurate and careful phrasing of each question to avoid ambiguity and leading respondents to a particular answer will ensure reliability of the tool. The respondents will be informed of the purpose of the interview and of the need to respond truthfully

Pretest

In this study, a pretest study was conducted at the Eastleigh Huduma Center. The centre was chosen for pre-testing the questionnaires because it has similar characteristics the rest of the Huduma Centers. Hence, the recipients of the public services are deemed to be familiar with the public services offered at the Huduma Centres selected for data collection. This permitted preliminary pre-testing of the initial propositions of the study. A preliminary questionnaire was designed and pre-tested by purposively picking ten respondents. Following the pre- test no adjustments were made to the questionnaire and it was ascertained that the most of the questions asked were understood by the study population with explanations for some questions being developed in Kiswahili for better understanding of the population.

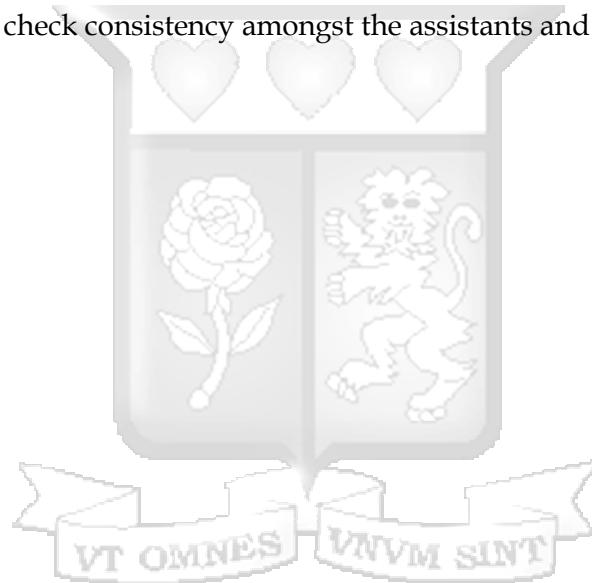
3.6 Ethical Considerations

Ethical issues are of particular relevance in research during data collection as well as when publishing the findings (Merriam, 2008). The research adhered to the guidelines, procedures and protocols of the National Commission for Science, Technology and Innovation (NACOSTI). The adherence is intended to protect all participants' interests and dignity in this research. The questions only touched on events related to the Huduma Centers, in this particular set of instruments, only on the quality of services. For purposes of anonymity, data collection excluded the collection of any personal information that could be used to identify the respondents and the questionnaires were coded for data collection and analysis purposes. Confidentiality was maintained throughout the research process; no information identifying respondents was disclosed at any time during and after the research process. Researcher contact

details were availed to all the respondents. The Chief Executive Officer of the Huduma Kenya was visited and given an explanation of the study in order to get his permission for the study to be conducted in the Huduma Centers in Nairobi County. Informed consent was obtained from the respondents for their approval to participate in the study.

Introduction letters from the Huduma Kenya Head Office were sent to the respective Huduma Centers managers informing them of the intended study while at the same time requesting the recipients of the public services and managers to participate in the study.

Five research assistants were trained in advance to enable collection of the data needed for the study. The research assistants were initially engaged to collect data from the pilot study site. The exercise was used to check consistency amongst the assistants and their understanding of the research questions.



CHAPTER FOUR: RESULTS AND FINDINGS

4.1 Introduction

This chapter comprises of data analysis, findings and interpretation. Results are presented in tables and diagrams. The data has been analyzed using descriptive statistics to generate means and frequencies of responses, content analysis for interviews carried out and inferential statistics computed to determine the relationship of the variables under study. The analyzed data was arranged under themes that reflect the research objectives.

4.2 Response Rate

The number of questionnaires that were administered to the citizens was 384 and 384 questionnaires were properly filled and returned. This represented an overall successful response rate of 100% as shown on Table 4.1.

Table 4.1: Response Rate

Response	Frequency	Percent
Returned	384	100%
Unreturned	0	0%
Total	384	100%

In order to assure a high response rate, consent was sought from the Chief Executive Officer of the Huduma Kenya Programme; a letter was written to seek consent and a meeting held to explain why the research was to be conducted. Further, introduction letters from the Huduma Kenya Programme were sent to the respective Huduma Centers managers informing them of the intended study while at the same time requesting the recipients of the public services and managers to participate in the study.

4.3 Internal reliability

Internal reliability was measured by using the Cronbach's Alpha. A questionnaire is said to be reliable if answers to the questionnaire are consistent and stabilize over time (Yuvina Tileng, Herry Utomo, & Latuperissa, 2013). A variable is said to be reliable if the Cronbach's Alpha is > .60. The Cronbach's Alpha for the 22 items of the SERVQUAL questionnaire was 0.791 as shown

in the table 4.2 below. The SERVQUAL questionnaire was found to be reliable (22 items; $\alpha=0.791$).

Table 4.2 Cronbach's alpha value

Reliability Statistics	
Cronbach's Alpha	N of Items
0.791	22

4.4 Demographic Characteristics

This section presents the descriptions of the respondents in terms of their gender, age, level of education, whether that visit was the first to a Huduma Centre and if they had visited the HKP website prior to physically visiting the centre.

4.4.1 Gender

The respondents were asked to indicate their gender. Majority of the respondents were male who represented 55% of the sample while 45% were female.

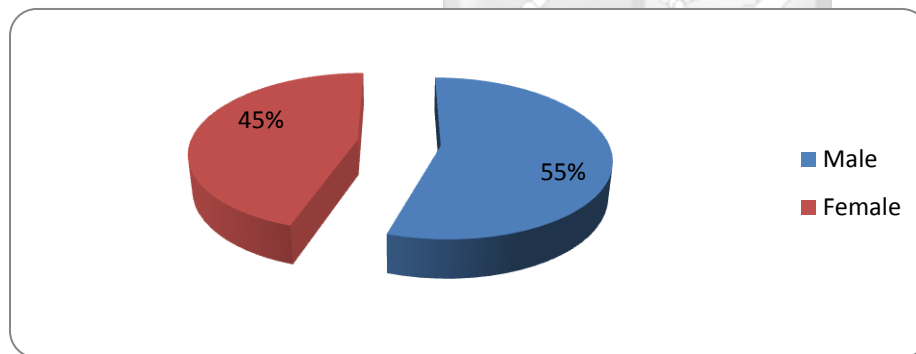


Figure 4.1: Gender of Respondents

4.4.2 Age

The respondents were asked to indicate their age. Majority of the respondents were between 18-30 years represented by 65.3%, 23.5% were between 31-40 years, 10% were between 41-50 years, while 5% were above 50 years.

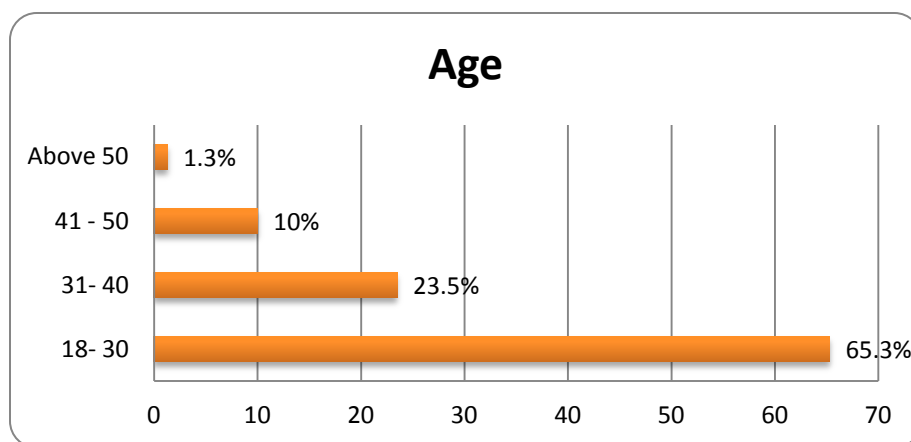


Figure 4.2: Age

4.4.3 Level of Education

The respondents were asked to indicate their level of education. Majority of the respondents had acquired up to university(degree) level education as represented by 41.8%, 33.5% had college(diploma) level education, 19.5% had college level education, while only 5.2% had primary level education.

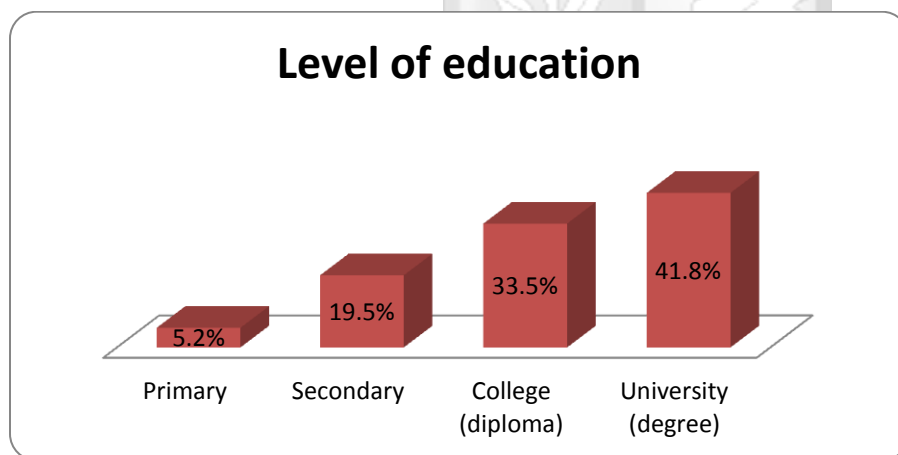


Figure 4.3: Level of Education

4.4.4 First Time Visit to Huduma Center

The respondents were asked to indicate if that was their first time to visit any Huduma Center in search of service. Seventy two point three percent of the respondents said that they had visited Huduma Centers before while 27.8% of the respondents said that that was their first

time at the Huduma Centre.

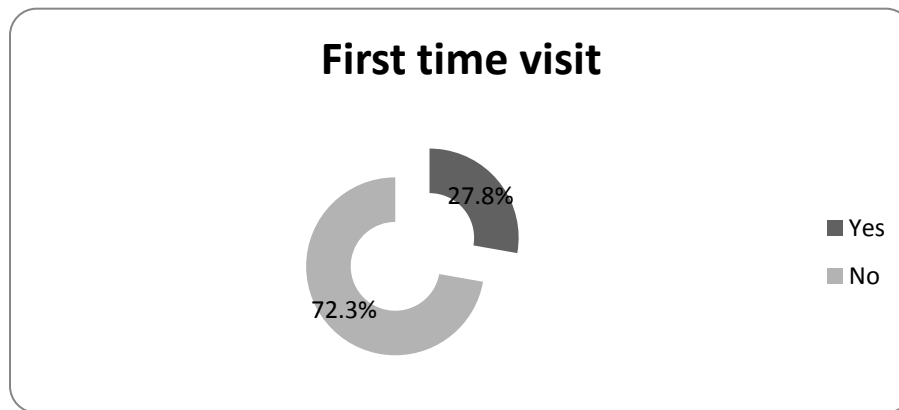


Figure 4.4: First Time Visit to Huduma Center

4.4.5 Visit to the Huduma Kenya Website

The results in the figure below show whether the respondents visited the Huduma Kenya website before going to Huduma Center. Seventy three point eight percent of the respondents said that they did not visit the HKP website before visiting Huduma Center while only 26.3% of the respondents said that they visited the HKP website before visiting Huduma Center.

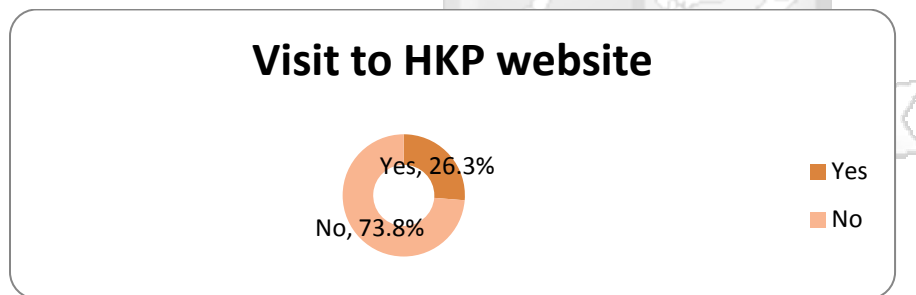


Figure 4.5: Visit to HKP website prior to the Huduma Centres

4.5 Results of the SERVQUAL Questionnaire

4.5.1 Tangibles

In order to identify the tangible factors that of service quality in the Huduma Centers in Nairobi County, respondents were asked to rate the factors on a scale of 1 to 5; (1; strongly agree, 2;

agree, 3; neutral, 4; disagree, 5; strongly disagree). Majority (90.6%) of the respondents agreed with the assertion that the staff at the Huduma center looks neat and professional in their appearance. 85.8% of the respondents agreed that the Huduma Centre looks good, is clean and has enough seats for the citizens. 62% of the respondents agreed with the statement that the appearance of the Huduma Centre matches the services it provides. 54.3% of the respondents agreed with the statement that the system connectivity was stable when receiving service. 70% of the respondents agreed with the statement that the Huduma Centre has modern equipment and facilities. Table 4.3 below, summarises the results and means per statement.

Table 4.3: Tangibles

Statement	Agree	Neutral	Disagree	Mean	Std. Deviation
The staff at the Huduma centre look neat and professional in their appearance	90.6	4.4	5	4.09	0.686
The Huduma Centre looks good, is clean and has enough seats for the citizens	85.8	8	6.2	4.07	0.774
The appearance of the Huduma Centre matches the services it provides	62	18	20	3.56	0.964
The system connectivity was stable when receiving service	54.3	20.5	25.2	3.42	1.008
The Huduma Centre has modern equipment and facilities	70	12.3	17.7	3.39	1.061

4.5.2 Reliability

In order to identify the reliability factors of service quality at the Huduma Centers in Nairobi County, respondents were asked to rate the factors on a scale of 1 to 5; (1; strongly agree, 2; agree, 3; neutral, 4; disagree, 5; strongly disagree). Majority (52.3%) of the respondents agreed with the assertion that the service sought was provided in reasonable time. 68.6% of the respondents agreed that the records at the Huduma Centre relating to the service they wanted were accurate. 59.8% of the respondents agreed that they felt that the staff cared about their problem and wanted to assist them. 65.8% percent of the respondents agreed that they can depend on the Huduma Centre to deliver the service required and 56.6% of the respondents agreed that the service was offered right the first time as indicated in table 4.4 below.

Table 4.4: Reliability

Statement	Agree	Neutral	Disagree	Mean	Std. Deviation
The service sought was provided in reasonable time	52.3	13.5	34.2	3.42	1.186
The records at the Huduma centre relating to the service I wanted were accurate	68.6	13	18.4	3.4	1.038
I felt that the staff cared about my problem and wanted to assist me resolve it	59.8	18.5	21.7	3.33	1.051
I can depend on the Huduma Centre to deliver the service required	65.8	13.5	20.7	3.32	1.12
The service was offered right the first time	56.6	16.5	26.9	3.29	1.074

4.4.3 Responsiveness

Table 4.5 below shows the results of the responsiveness dimensions of service quality at the Huduma Centres. The respondents were asked to rate the factors on a scale of 1 to 5; (1; strongly agree, 2; agree, 3; neutral, 4; disagree, 5; strongly disagree). Fifty nine point five percent of the respondents agreed with the statement that the Huduma Centre staff gave them prompt service. 65.8% of the respondents agreed that the staff were always ready to respond to their queries. 66% of the respondents said that Huduma Centre staff is willing to help them and clarify any questions that they had and 57.3% of the respondents said that the staff at the Huduma Centre informed them when the service would be performed.

Table 4.5: Responsiveness

Statement	Agree	Neutral	Disagree	Mean	Std. Deviation
The Huduma Centre staff gave me prompt service	59.5	11.5	29	3.4	1.15
The staff were always ready to respond to my queries	65.8	12.8	21.4	3.39	1.046
The Huduma Centre staff were willing to help me and clarify any questions that I had	66	13.3	20.7	3.38	1.05
The staff at the Huduma Centre informed me when the service would be performed	57.3	5.8	36.9	3.13	1.21

4.5.4 Assurance

The results in table 4.6 below shows the assurance in quality of service offered at Huduma Centers in Nairobi County. The assurance factors were ranked on a scale of 1 to 5; (1; strongly agree, 2; agree, 3; neutral, 4; disagree, 5; strongly disagree). Sixty nine point three percent of the

respondents agreed with the statement that they feel safe in my transactions with Huduma Centre staff while 60.3% of the respondents said that the staff is consistently courteous to them. Majority (66.5%) of the respondents said that the staff is knowledgeable on the services they are providing and 60.8% of the respondents agreed that they feel confident that the service that they need will be provided in the Huduma Centre.

Table 4.6: Assurance

Statement	Agree	Neutral	Disagree	Mean	Std. Deviation
I feel safe in my transactions with Huduma Centre staff	69.3	7.8	22.9	3.31	1.156
The staff are consistently courteous to me	60.3	16.5	23.2	3.29	1.097
The staff is knowledgeable on the services they are providing.	66.5	12	21.5	3.29	1.148
I feel confident that the service that I need will be provided in the Huduma Centre	60.8	11	28.2	3.14	1.239

4.5.5 Empathy

The results in table 4.7 below show the perception of empathy at Huduma Centers in Nairobi County. The empathy factors were ranked on a scale of 1 to 5; (1; strongly agree, 2; agree, 3; neutral, 4; disagree, 5; strongly disagree). Seventy five point eight percent of the respondents said that the employees understood their problem or the service that they require at the Huduma Centre, while 64.3% of the respondents said that when they encounter a problem in the course of service delivery, the staff was genuinely interested in helping them and directing them on what they need to do. Fifty nine point eight percent of the respondents said that the staff at the Huduma centre gave them individual attention and 60.6% of the respondents agreed that the operating hours for the Huduma Centres are convenient for them.

Table 4.7: Empathy

Statement	Agree	Neutral	Disagree	Mean	Std. Deviation
The employees understand my problem or the service that I require at the Huduma Centre	75.8	9.5	14.7	3.54	0.965
When I encounter a problem in the course of service delivery, the staff as genuinely interested in helping me and directing me on what I need to do	64.3	20	15.7	3.45	0.924
The staff at the Huduma centre gave me individual attention	59.8	8.8	31.4	3.15	1.184
The operating hours for the Huduma Centres are convenient for me	60.6	3.8	35.6	2.99	1.344

4.5.6 Service Quality Ranking

The means for the five dimensions of service quality were ranked in order to assess which of the dimensions was the most important in the citizens' assessment of service quality. The results indicate that the service dimension that affects the citizens' perception of service quality at Huduma Centers were; tangibles (mean = 3.705) and reliability (mean=3.3563) while the least service quality factors that affects the perception of service quality at Huduma Center were: empathy (mean = 2.874) and assurance (mean=2.844) as indicated by the rank results in table 4.8 below.

Table 4.8: Service Quality Dimensions Ranking

Statement	Mean	Std. Deviation	Rank
Tangibles	3.7055	0.46011	1
Reliability	3.3563	0.66153	2
Responsiveness	3.3213	0.70683	3
Empathy	3.2838	0.72187	4
Assurance	3.2544	0.84375	5

4.6 Perceived Citizen Satisfaction

4.6.1 Satisfaction with the Quality of Service

The respondents were asked to indicate how satisfied they were with the quality of service they received at the Huduma Centre. Table 4.9 below shows that the majority (52.3%) of the respondents said that they were satisfied with the quality of service they received at the Huduma Centre.

Table 4.9: Satisfaction with the Quality of Service

Statement	Not satisfied	Somewhat Satisfied	Neutral	Satisfied	Very satisfied	Mean	Std. Deviation
How Satisfied are you with the quality of service that you have received at the Huduma Centre?	9.8	23.8	14.3	31.5	20.8	3.3	1.299

4.6.2 Citizens' rate of satisfaction

The respondents were asked to rate the services they experienced whether they were better or worse than they expected. Table 4.10 below shows that 65.8% of the respondents said that their experience of the service received was better than they expected and 34.2% of the respondents said that their experience of the service received was worse than they expected.

Table 4.10: Expectations

Statement	Better than I expected	Worse than I expected	Mean	Std. Deviation
Based on what you have heard about Huduma Centres (on the news, from their website, from friends etc) was the service experience you received better or worse than your expectations	65.8	34.2	1.34	0.475

4.7 Effects of Service Quality on Perceived Citizen Satisfaction

In order to establish the effects, if any, of service quality on perceived citizen satisfaction, multiple regression models were used. The results in Table 4.11 below present the fitness of model used in the regression model. The service quality dimensions (Tangibles, Reliability, Responsiveness, Assurance and Empathy) explained 62.6% of the perceived citizen satisfaction in the Huduma Centers in Nairobi County. This is supported by coefficient of determination also known as the R square of 62.6%. This means that data for this study explain 62.6% of the perceived citizen satisfaction at the Huduma centers in Nairobi County and 37.4% of the perceived citizen satisfaction is explained by the error term.

Table 4.11: Model Fitness for the Regression Model

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.787	0.626	-0.026	41.94514

Table 4.12 below provides the results on the analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant as supported by a p value of 0.000 which is less than the critical p value of 0.05. The $F_{cal}=36.479 > F_{critical}=2.4599$ at $\alpha 0.05$ which imply that service quality dimensions are good predictors of the perceived citizen satisfaction in the Huduma Centers in Nairobi County.

Table 4.12: Analysis of Variance for the Overall Model

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	28.982	3	1347.719	36.479	0.000
Residual	41.875	38	1759.395		
Total	70.857	41			

Regression of coefficients results in table 4.13 below shows that there is a positive and significant relationship between service quality as measured using the dimensions of service and the perceived citizen satisfaction in the Huduma Centers in Nairobi County as supported by beta coefficient 0.957, 3.902, 0.258, 0.633 and 0.265 respectively. This was also supported by the t values whereby $T_{cal}=5.615, 9.148, 6.458, 2.501, 2.91 > T_{critical}=1.96$ at a 95 percent confidence level which depicts that there are service quality factors that affects perceived citizen satisfaction of the Huduma Centers services in Nairobi County.

This implies that an increase in tangibles by one unit would increase the perceived citizen satisfaction by 0.957 units. This also implies that an increase in Reliability by one unit would increase perceived citizen satisfaction by 3.902 units. An increase in Responsiveness by one unit would increase perceived citizen satisfaction by 0.258 units. Further, an increase in Assurance by one unit would increase perceived citizen satisfaction by 0.633 units. Lastly, an increase in Empathy by one unit would increase perceived citizen satisfaction by 0.265 units.

Table 4.13: Regression of Coefficients for the Overall Model

	B	Std. Error	T	Sig.
(Constant)	7.387	19.652	0.252	0.909
Tangibles	0.957	3.763	5.615	0
Reliability	3.902	4.177	9.148	0
Responsiveness	0.258	4.67	6.458	0.001
Assurance	0.633	0.065	2.501	0.002
Empathy	0.265	0.071	2.91	0.001

Perceived Citizen Satisfaction = 7.387 + 0.957Tangibles + 3.902 Reliability + 0.258

Responsiveness+ 0.633 Assurance+ 0.265 Empathy

4.8 Correlation Analysis

Table 4.14 below shows the results of correlation of service quality and perceived citizen satisfaction. The relationship between service quality and perceived citizen satisfaction in the Huduma Centers in Nairobi County is statistically significant ($p < 0.05$). There is a strong and positive relationship between all the dimensions of service quality (Tangibles, Reliability, Responsiveness, Empathy and Assurance) and citizen satisfaction as supported by the Spearman's correlation coefficients on Table 4.14.

From the finding tangibles would be ranked top of service quality aspect in relation to citizen satisfaction, then followed by assurance, then reliability, then empathy, and responsiveness would be ranked last in relation to citizen satisfaction.

Table 4.14: Correlation Analysis

		Tangibles	Reliability	Responsiveness	Assurance	Empathy	Citizen satisfaction
Tangibles	Correlation Coefficient	1	0.052	.141**	.213**	.217**	0.584
	Sig. (2-tailed)	.	0.297	0.005	0	0	0
	N	384	384	384	384	384	384
Reliability	Correlation Coefficient	0.052	1	.391**	.407**	.310**	0.533
	Sig. (2-tailed)	0.297	.	0	0	0	0.002
	N	384	384	384	384	384	384
Responsiveness	Correlation Coefficient	.141**	.391**	1	.399**	.394**	0.357
	Sig. (2-tailed)	0.005	0	.	0	0	0
	N	384	384	384	384	384	384
Assurance	Correlation Coefficient	.213**	.407**	.399**	1	.618**	0.549
	Sig. (2-tailed)	0	0	0	.	0	0.001
	N	384	384	384	384	384	384
Empathy	Correlation Coefficient	.217**	.310**	.394**	.618**	1	0.475
	Sig. (2-tailed)	0	0	0	0	.	0
	N	384	384	384	384	384	384
Citizen satisfaction	Correlation Coefficient	0.584	0.533	0.357	0.549	0.475	1
	Sig. (2-tailed)	0	0.002	0	0.001	0	.
	N	384	384	384	384	384	384

4.9 Bivariate Multiple Odd Ratio Regression for Service Quality on Perceived Citizen Satisfaction

Binary logistic regression was used to model the relationship between the dimensions of service quality on citizen satisfaction. The dimensions of service were statistically associated with citizens' satisfaction with the level of service at the Huduma Centres. The Table 4.15 below shows the summary of the regression results.

The results show that the probability of the citizens being satisfied with the services provided depends on their perception of service quality for each dimension of service as rated in the SERVQUAL questionnaire. The probability of the citizens rating of their satisfaction with

service quality at the Huduma Centres will increase as follows for each dimension of service when the citizen receives better service than they expected; Tangibles (1.548), Reliability (1.272) Responsiveness (1.861) Assurance (0.126) Empathy (2.982).

Table 4.15: Summary of bivariate multiple regression results

Construct	B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I. for EXP(B)	
							Lower	Upper
Tangibles	0.637	0.657	5.154	1	0.000	1.548	1.237	4.346
Reliability	0.493	0.16	9.557	1	0.002	1.272	0.181	0.806
Responsiveness	0.231	0.638	4.062	1	0.001	1.861	0.421	2.047
Assurance	1.785	0.743	14.657	1	0.004	0.126	0.592	3.468
Empathy	2.001	0.191	109.309	1	0.000	2.982	1.626	2.376
Constant	0.76	3.457	0.532	1	0.743	1.633		

4.10 Citizens' feedback on improvement areas

From the findings of the study there is a correlation between the level of citizen satisfaction with the service offered at the Huduma Centres with most citizens are satisfied with the service quality at the Huduma centres with their main concerns being:

- Service turnaround time which in turn put a strain on the tangibles such as seating space;
- A more organized queuing system according to service counters with a more audible voice prompt;
- Instability in the connectivity between the Centre and host government departments resulting in delays;
- Unreliable dates and waiting periods provided to citizens for certain services and when they came back the required services were still not provided and issues resolved; and
- Customer service lapses such as unanswered calls to the Huduma call centres and unhelpful customer service agents.

4.11 Analysis of key informant interviews

Scheduled interviews were conducted with the identified key informants at the Huduma Centres. Interviews were held with 2 managers from each Huduma Centre and 1 Manager at the Huduma Kenya Programme. A total of 5 managers were conducted. Based on the interview guide and the responses from the managers, the key themes were identified and exploratory, follow up questions were asked. The main thematic areas were clustered together under the headings of achievements, challenges and improvement areas and the resultant themes within these broad clusters.

All the managers interviewed have been stationed at the Huduma Centres for more than three years. This longevity has enabled them experience the changes at the centres from inception to date. The managers indicated that the Huduma Centres indicated that they received between 2500 and 3000 citizens at each Huduma Centre per day and that this is tracked using the queue management system and service tickets.

The researcher conducted the interviews with the managers whose responses were in the following thematic area under the achievements, challenges and areas of improvement in their responses:

The achievements most celebrated at the HKP level was the implementation of an audit system aimed at improving transparency, accountability and results orientation at the Centres. At the centre level the achievements were the ability of the citizens to receive prompt service as the centres increased access to multiple government services and the inter-sectoral partnership and coordination in bringing various ministries under one roof.

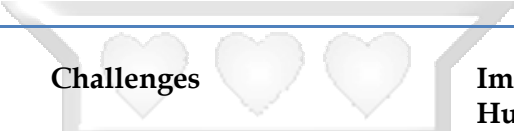
The challenges cited were the lack of adequate fiscal disbursements in order to expand the service offering and improve service delivery, system failures between the centre and government ministries that resulted in delayed service provision, conflicting service ethos between the Huduma principles and the understanding by the employees who are seconded by ministries to the Huduma centres.

The areas of improvement identified included: a need to restructure the centres in order to provide quality services to the citizens, implement a monitoring and evaluation system to better

audit the service delivery process and identify the shortcomings that need to be addressed; providing timely information to stakeholders and citizens on the service delivery and quality expectations and performance standards to ensure consistency in service delivery citizens was possible.

The managers said that based on citizen feedback, they have made adjustments such as increasing the services offered at the centres in order to increase access to service, further the number of employees at the centres have increased in line with increased service and demand from the citizens. Further the staff members are trained once a year on customer service.

Table 4.16: Summary of key informant interviews



Achievements	Challenges	Improvement areas for the Huduma Centres
<ul style="list-style-type: none"> • Improved citizen access to government services • Faster and more efficient service delivery to the Citizens • Coordination between various government agencies to make the Huduma Centres a success 	<ul style="list-style-type: none"> • Inadequate Fiscal allocations from the exchequer • Service delivery issues especially around connectivity and stability of the ICT infrastructure • Lack of transparency in some Centres - Corruption 	<ul style="list-style-type: none"> • Structural and institutional reforms for efficiency • Monitoring and evaluation framework for both service delivery and performance management • Internal and External communication • Customer service improvement • Adequate Fiscal allocations to the most important areas

CHAPTER FIVE:

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter finalizes the study by providing the discussions, conclusion and recommendations. The conclusions and recommendations are aligned to the specific study objectives and are in line with the findings presented.

5.2 Discussion

5.2.1 Study Objective I

To assess the citizens' perceptions of service quality at the Huduma Centres in Nairobi County

The findings of the study find that most of the citizens seeking services at the Huduma Centres in Nairobi County perceive that the services are of fairly reasonable quality by agreeing with the statements about the dimensions of service used to measure the perceptions. In analyzing the citizens' perception of the dimensions of service, it was noted that majority of citizens perceived that all dimensions of services were as expected.

For the first objective of the study, the discussions have been structured around the elements against which perceptions were measured; the dimensions of service.

a) Dimension 1: Tangibles

Tangibles are the physical facilities that the service encounter takes place in. The tangible components that were of greatest concern to the citizens and according to the ranking of means and the Spearman's ranking coefficient, it emerged as the most important and impacted on the perception of service quality the most. In the citizen feedback, the main themes also emerged from the tangibles with the stability of the internet connection while receiving service, and the queuing system as major concerns.

The Huduma Centre should prioritize on closing the gaps brought about by the tangibles as this most impacts the perception of service quality and satisfaction. This is supported by the empirical review of literature. Korir, (2015) identifies the need to improve on the tangibles in order to improve on service quality and citizen satisfaction. E-government is broader than government departments using the internet and setting up websites, and is aimed at transforming the very relationship between the government and the citizens (Otieno & Omwenga, 2016). It, however, relies on ICT to enable this transformative offering. One of the supply side concerns in the implementation of e- government, on the providers side, includes the issues of ICT infrastructure, institutional, legal and regulatory framework, and enactment of policies (Otieno & Omwenga, 2016).

b) Dimension 2: Reliability

This dimension seeks to measure of how dependable the service provided is and if it has been provided right the first time. The citizens felt that services were provided in reasonable time; provided right the first time. In the customer feedback the citizens, though satisfied, were concerned about the service turnaround time at the Huduma Centres suggesting more counters for service to be offered.

From literature reviewed , Daglio, (2014) note that public innovation is implemented with a view to make government processes efficient In line with implementation of E- government as a public innovation, the aim is to transform how service is delivered ; make time and cost savings on both the provider and the citizens sides; simplify processes and enhance accuracy (Otieno & Omwenga, 2016). Reliability of government service is core and the very fabric of the implementation of e- government..

c) Dimension 3: Responsiveness

Responsiveness is measured as the ability of the provider to attend to the citizens needs in a prompt manner (Parasuraman et al., 1985). The citizens feedback, though majority were satisfied with the Huduma Centre's responsiveness, were concerned about the service turnaround time at the Huduma Centres suggesting more counters for service, and alternative channels of service delivery.

Vision 2030 anchors on the ability of the public service to transform into a results oriented outfit in order to increase the rate of service delivery (GoK, 2012). The HKP service charter as contained on their website gives average times that the services that are offered at the service centre should take (Appendix III shows a list of the services provided at the service centres, requirements for receiving the service and the approximate time per service). This is the promise made to the citizens and when the service is not provided within these parameters, citizens will be agitated with the service provision.

There is therefore need to communicate with the citizens on the shop floor at the Huduma Centres on any anticipated delay in service delivery. Through the queue management system, a configuration on the system can be done based on the number of persons in the queue for the said service , approximate time and expected service time printed onto the queue management system , serving to form expectations on service times.

d) Dimension 4: Assurance

The assurance dimension measures the knowledge level of the provider and their courtesy to citizens while providing the service. The citizens feel that they are not confident that the centres would provide the service that they needed and unhappy with the level of courtesy and knowledge of the ministerial staff at the Huduma Centres.

Public sector innovation not only about the implementation of novel concepts but also importantly about providing public value to the citizens (Daglio, 2014). Public value is the value created by the government through service provision, enactment of laws and policies and its reflected in the improved quality of life, better utilization of services by citizens and increased trust in the government (Otieno & Omwenga, 2016).

The findings from the study point to the need to train employees on all the services offered at the centre so that they can be customer service for the citizens' questions, even those not pertaining directly to their Ministries. Customer service training should also be conducted consistently in order to address the issues of employees not being courteous to the citizens. The public service , according to V2030 has to be citizen focused, addressing the needs of the citizens (GoK, 2012). Also the vision recognizes the need to change the attitude of the public service to

serve and not dictate to the citizens (GoK, 2012) and supports the shift within the paradigms of public administration that it has moved from steering to service (Denhardt & Denhardt, 2000) and in line with the NPS paradigm.

e) Dimension 5: Empathy

This is the measure of the provider's attention to each citizen during the service encounter. The citizen concerns were that there was no individual attention to the citizens during the service encounter and the operating hours are inconvenient to the citizens.

The sheer volume of citizens seeking the services at the Huduma Centres per day (App. 3,000 citizens per day) is enough to overwhelm the staff. The managers hold this view as they request for increased fiscal allocations in order to hire more staff. The Huduma centres should roll out channels that divert physical traffic from the Huduma Centres. Self care platforms would make services available 24/7 and be more convenient to the citizens who have access to the internet and maybe mobile phones. The HKP would need to consider the implications of these self care platforms on the equity and access of government services to all citizens. Extension of the service hours into Saturdays would give the citizens more hours to physically seek service at the centres.

Summary

E-government is aimed at continuous improvement of processes in order to improve service delivery to the citizens, this includes the use of ICT tools to deliver services and potentially reorganizing service organizations to this end (Aagesen & Krogstie, 2010). However the success of e- government is dependent on its diffusion both on the supply (adoption by government agencies) and demand sides (uptake by the citizenry). In the case of the Huduma Centres the citizen uptake is high with high numbers at the centres, but the adoption rate by the government agencies has been fairly slow as most government agencies and services are not included and can be attributed to the fact that they Huduma Centres are fairly new.

Based on the dimensions of service the public managers at the Huduma centre need to address the issues on tangibles as most important dimension, but to also address the rest of the dimensions to close the gaps in service quality. The demand pressure on the Centres can be

resolved, through hastening the rollout of other delivery channels. Other immediate actions may include the enlisting of more services on the e- citizen platform and encourage citizens to use these as an alternative to visiting the centres. However, from discussions with the management these channels are to be rolled out later in accordance with the project milestones and fiscal allocations from the national government.

5.2.2 Study Objective II:

To establish the extent to which citizens are satisfied with the quality or service at the Huduma Centres in Nairobi County

The second objective of the study was to establish the extent to which the citizens are satisfied with the quality of service at the Huduma Centres in Nairobi County. From the findings of the study 52.3% of the citizens surveyed were satisfied, 14% were neutral, and 33.6 % are dissatisfied with the quality of service at the Huduma Centres and 65.8% of the citizens felt that the service offered was better than they expected. The study also sought to identify, from the citizens, the thematic areas around the areas for improvement. These areas were corroborated with the informant interviews held with the Huduma Centre managers.

In analyzing the suggested areas for improvements from the citizens' feedback, the citizens were most concerned with the turnaround time within the centres (over 60% of all respondents touched on this). Citizen service centres are established in order to speed up processes and simplify the citizens access to information and services (Fredriksson, 2017). In the case of the Huduma Centres, informed by citizen feedback, the process of receiving services can be improved

From the study feedback, the HKP as the provider of the service needs to address service design and service standards within the centres to ensure that there is a clear service flow for each counter and further for each service where once counter handles multiple services (e.g. HELB that would deal with applications, clearance certificates, payment of loans, enquiries etc). Service flows should be made available to the citizens to form an expectation of how the service will be performed. Approximate service time should also be communicated. The service requirements are partially addressed in the Huduma website that provides a list of services offered; the levies for each service; and the required documentation. There is also an expected

service time for each service. Findings of the study show that over 70% of the respondents had not visited the Huduma website prior to seeking services at the physical centres meaning that some may be unaware of the services under the Huduma Centres and which services have been retained at the government departments resulting in frustration on the citizens side. Simple and existing technology such as a simplified USSD code that you must run before ticketing to ensure that all documentation is in place prior to joining the queue may address this.

The provider needs to continually translate the citizen feedback as into the service design and actual delivery. Citizens, in providing feedback, are acting in line with the Constitutional provisions of public participation and right to citizen/ consumer protection (National Council for Law, 2010). Further, citizens are no longer mere recipients of public policy but also co-producers of public services (Denhardt & Denhardt, 2000).

5.3 Conclusions

Overall the citizens agree that the service quality is of reasonable quality as measured the service dimensions, further the citizens are satisfied with the service quality at the Huduma Centres and they feel that the actual service received is better than they expect based on word of mouth, external communications from the HKP and the government agencies.

The findings of the study reveal that there is a mismatch between the citizen demand side in the uptake of the Huduma Centres and the supply side (government agencies) with the resultant pressure on the government service providers. This could be attributed to the novelty of the service centres and inherent teething problems in setting up efficient organizational work processes. However, in rolling out the additional channels of service under the HKP, the public managers should consider rolling out the channels that provide alternatives to physically visiting the Huduma Centres for services. Redistributing the demand across various channels would ease the pressure on the HKP facilities, while addressing any issues of equity & access by all citizens.

5.4 Recommendations of the study

The study also recommends that HKP prioritize the roll out of service delivery channels that almost immediately redirects the citizens from the Huduma Centres to those channels in order

to ease the pressure on the physical facilities as the citizen numbers is identified as the main cause of delay in service. The use of mobile and internet based channels would be the most effective in the short term, on account of the high mobile and internet uptake in the country. HKP can leverage on the Pasha internet provision system in the rural areas (Otieno & Omwenga, 2016). However for these channels to achieve the redistribution of demand and most importantly the quality of service, the stability of the systems and ease of use for the citizens needs to be addressed and ensured.

Increasing the capacity of the Huduma call centre as a source of information to the citizens on the services that are offered, redirect citizens to the relevant government agencies for the services not under the HKP yet, resolve any queries and provide clarifications before the citizen reaches the Huduma centres and provide information to citizens about the requirements they need to fulfill before receiving services at the centres hence making the citizens better co-providers in the service encounter.

Finally, the HKP must improve on the communication and public awareness of their mandate, services provided including the service flow, service promises, complaints resolution procedure, and invest in a feedback system that informs citizens if documents are ready or not or any challenges in processing their requests on account of errors or omissions in filling in the required documentation. On the HKP website the requirements that the citizen needs to have prior to receipt of service at the centres are clearly documented, however the citizens are unaware and therefore have to make the visit to the centre to get that information from the service counters or customer service desks. Public awareness and constant communication of the avenues where citizens can get this information will impact the service encounter and increase efficiency both on the provider and the citizens' part. This communication should also include training of the staff on the services, requirements, service flow steps, expected times for feedback or for collection of documents or information sought and to which government agencies to direct citizens in case their service query cannot be handled at the Centre.

5.5 Limitations to the Study

The limitations to the study include that the researcher was granted access to only two of the five Huduma Centres in the County of Nairobi. These centres have the broadest range of

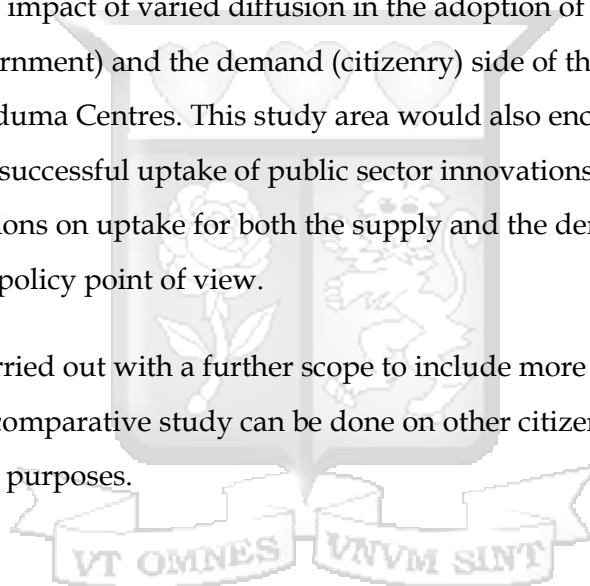
services and are the busiest of all the centres in the country. During the data collection period, the HKP was undergoing a systems upgrade whose impact on service delivery may have affected respondent ratings especially on the system stability and service waiting times.

5.6 Suggestions for Further Study

Areas of further study include the impact of citizen perceptions on service quality, as measured by the dimensions of service, on the service design and standards at the citizen service centres as well as the strategic implications of these perceptions on the overall vision and mission of the HKP.

An in depth study on the impact of varied diffusion in the adoption of this public innovation both on the supply (government) and the demand (citizenry) side of this public sector on service quality at the Huduma Centres. This study area would also encompass not only the critical success factors in successful uptake of public sector innovations and e- government but also address the reservations on uptake for both the supply and the demand side and how these can be addressed from a policy point of view.

Similar studies can be carried out with a further scope to include more Counties in Kenya other than Nairobi County. A comparative study can be done on other citizen service centres in other countries for comparison purposes.



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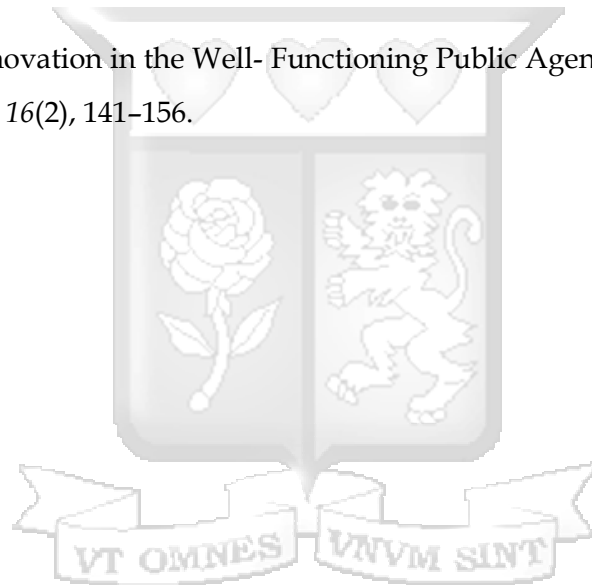
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APPENDIX I: CITIZENS' QUESTIONNAIRE

Assessing the citizens perception of service quality at the Huduma Centres in Nairobi County, Kenya

This questionnaire has been adopted from (Parasuraman, Zeithaml, & Berry, 1988) on service quality.

Estimated Interview Duration: 20 minutes

Introduction:

Thanks for agreeing to meet with me today. This study is being undertaken in partial fulfillment of a Master in Public Policy and Management course which requires students to conduct research in an area of public policy interest. This study is aimed at assessing the citizens' perceptions of service quality at the Huduma Centres in Nairobi County, Kenya.

The findings of this study will be important in informing various government institutions on the perceptions of service quality and identifying what can be changed and amended in order to make the service provision better at the Huduma Centres.

I will appreciate if you can take about **20 minutes** to answer a few questions to help us carry out this study. All your responses will be kept confidential. This means that your interview responses will only be shared with our research team members and I will ensure that any information I include in our report does not identify you as the respondent. Remember, you don't have to talk about anything you don't want to and you may end the interview at any time.

Are there any questions of what I have just explained?

Are you willing to participate in the interview?

- ☐ Yes
- ☐ No

SECTION I: SOCIO -DEMOGRAPHIC DATA

1. Gender

- ☐ Male
- ☐ Female

2. What is your age?

- ☐ 18- 30
- ☐ 31- 40
- ☐ 41 - 50
- ☐ Above 50-

3. What is your level of education :

- ☐ Primary
- ☐ Secondary
- ☐ College (diploma)
- ☐ University (degree)

4. Is this your first time visiting a Huduma Centre

- ☐ Yes
- ☐ No

5. Did you visit the Huduma Centre website (www.huduma.go.ke) before you came into the Huduma Centre to seek for service?

- ☐ Yes
- ☐ No

6. What service did you need at the Huduma Centre?

SECTION II: PERCEPTION OF SERVICE QUALITY AT HUDUMA CENTRES

This section has questions related to the citizens' views on the quality of service at the Huduma Centres. The questionnaire will try and assess the perceptions on the service quality through the dimensions of service: the reliability, responsiveness, assurance, empathy and the physical facilities (tangibles).

The questionnaire was developed by (Parasuraman et al., 1988) and has been adapted for the Huduma Centres in Kenya.

STATEMENT	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
TANGIBLES					
1 The Huduma Centre has modern equipment and facilities,					
2 The system connectivity was stable when receiving service					
3 The Huduma Centre looks good, is clean and has enough seats for the citizens					
4 The staff at the Huduma centre look neat and professional in their appearance					
5 The appearance of the Huduma Centre matches the services it provides					
RELIABILITY					
6 The service sought was provided in					

STATEMENT	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
reasonable time					
7 The service was offered right the first time					
8 The records at the Huduma centre relating to the service I wanted were accurate					
9 I felt that the staff cared about my problem and wanted to assist me resolve it					
10 I can depend on the Huduma Centre to deliver the service required					
RESPONSIVENESS					
11 The staff at the Huduma Centre informed me when the service would be performed					
12 The Huduma Centre staff were willing to help me and clarify any questions that I had					
13 The staff were always ready to respond to my queries					
14 The Huduma Centre staff gave me prompt service					
ASSURANCE					
15 The staff are consistently courteous to me					
16 The staff are knowledgeable on the services					

STATEMENT	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
they are providing.					
17 I feel confident that the service that I need will be provided in the Huduma Centre					
18 I feel safe in my transactions with Huduma Centre staff					
EMPATHY					
19 The staff at the Huduma centre gave me individual attention					
20 When I encounter a problem in the course of service delivery, the staff as genuinely interested in helping me and directing me on what I need to do					
21 The employees understand my problem or the service that I require at the Huduma Centre					
22 The operating hours for the Huduma Centres are convenient for me					

SECTION III: PERCEIVED CITIZEN SATISFACTION

1. How satisfied are you with the quality of service that you have received at the Huduma Centre?

- ☐ Not satisfied
- ☐ Somewhat satisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very satisfied

2. Based on what you have heard about Huduma Centres (on the news, from their website, from friends etc) was the service experience you received better or worse than your expectations

- ☐ Better than I expected
- ☐ Worse than I expected

3. In your opinion what are the areas that the Huduma Centres can improve on?



APPENDIX II: INTERVIEW GUIDE FOR HUDUMA CENTRE MANAGERS

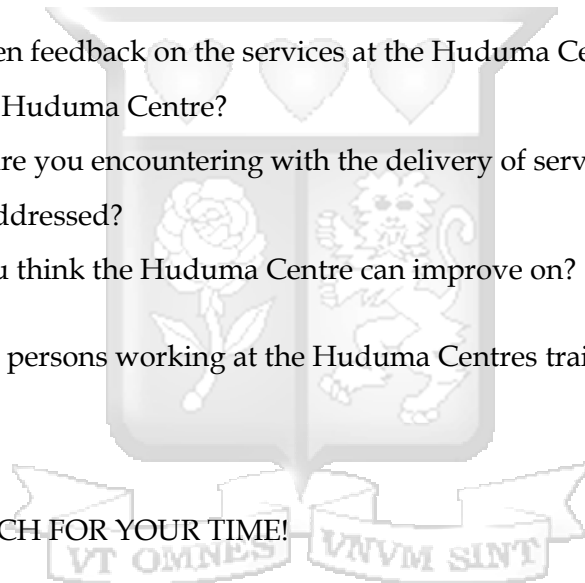
Name (optional):

Huduma Centre:

Interview Questions:

1. How long have you been stationed here at this Huduma Centre?
2. How many citizens/customers on average visit this Huduma Centre per week?
3. What do you think have been the greatest achievements in this Huduma Centre since its establishment?
4. Based on the citizen feedback on the services at the Huduma Centre, what changes have been made in this Huduma Centre?
5. What challenges are you encountering with the delivery of services and how have these challenges been addressed?
6. What areas do you think the Huduma Centre can improve on?
7. How often are the persons working at the Huduma Centres trained on customer service?

THANK YOU VERY MUCH FOR YOUR TIME!



APPENDIX III: LIST OF SERVICES OFFERED AT HUDUMA CENTRES

ID	Service	Customer Requirements	Cost (KES)	Duration
1	Issuance of Initial Identity Card	a. Birth certificate and copy b. Parents' Identity Card and copy	Nil	10 days
2	Issuance of Duplicate Identity Card	Police abstract	Nil	10 days
3	Issuance of Birth Certificate	Birth notification	90 or 150 (Depends on assessment)	2 days
4	Assessment of Stamp Duty and franking of documents	a. Transfer of Shares document b. Form B c. Transfer of Land d. Charge e. Sale Agreement f. Discharge g. Memorandum and Articles of Association h. Contract i. Power of Attorney j. Trust Deed	a. Transfer of Land - 4% b. Transfer of shares - 1% c. Power of Attorney 200 d. Trust Deed - 200 e. Sale Agreement- 100 f. Succession - 100 g. Discharge - 0.5% of h. amount i. Charge- 0.01% of amount	5 minutes

5	Application for Access to Government Procurement Opportunities	<p>Youth:</p> <p>a.Registration certificate for the business</p> <p>b.Tax compliance cert</p> <p>c.Copy of ID of partners/ directors</p> <p>d.CR12 for Ltd. Company</p> <p>e.Certificate for construction- NCA certificate needed</p> <p>f.Partnership deed for partnership</p> <p>Persons with Disability:</p> <p>ID from National Council for Persons With Disabilities (NCPWD)</p>	Nil	10 minutes (if certificate is available)
6	Registration of Self-Help Groups and CBOs	<p>a.Completed form</p> <p>b.Return form with attached Minutes of duly elected officials, List of members signed with ID numbers & Group by-laws</p>	<p>a.Registration: Self-help Groups- 1,000 CBO- 5,000</p> <p>b.Renewal: SHG- 200 CBO- 500</p>	5 days
7	Registration of Welfare Societies	<p>a.Name of society</p> <p>b.Constitution</p> <p>c.Completed Forms A and B</p>	2000	2 days
8	Search of Business Name	Preferred name (typed)	100	2 minutes (If system is accessible)
9	Registration of Business Name	<p>a.Name of Business</p> <p>b.Completed BN2 Form</p>	800	

10	Registration of Limited Companies	a.Name of Company b.Memorandum of Association c.Articles of Association	Depends on nominal capital	
11	Issuance of Police Abstract	a.Number of lost document (if known) b.Full names	Nil	2 minutes
12	Police Clearance Certificate	National Identity card	1000	5 days
13	NSSF member registration	National ID card	Nil	5 minutes
14	NSSF statements	NSSF Number	Nil	5 minutes (If system is up)
15	Registration of employer with NSSF	a.Online application on Form SF 001 b.Certificate of Incorporation c.Trading License	Nil	2 minutes
16	NSSF Card replacement	a.National ID card b.NSSF number	Nil	3 minutes
17	Receiving NSSF Claims	a.SF/BN/BF/01 Application Form b.SF/BN/CC/007 - Claimant particulars c.SF/R&C/DF/ 003 Fullset form (fingerprint) d.SF/BN/SB/ 002 - Survivors' application form a.SF/BN/SB/002A - Chief/DO form e.SF/BN/006 - Authority to process	Nil	3 minutes

		claim f.EFT Request for electronic funds transfer g.Letter of retirement h.Bank Account details i.Copy of ID card j.NSSF membership card k.Death certificate (for survivor's benefits)		
18	NHIF member registration (Formal Sector)	a.Introductory Letter from employer b.Copy of ID card c.Colored passport photo d.If married- spouse's ID and Passport photo e.If with children - passport photos and birth certificates	Nil	5 minutes
19	NHIF member registration (Informal Sector)	a.Copy of ID card b.Colored passport photo	160	10 minutes
20	Pin application/ replacement	a.Email address & ID number for individual b.For a company 2 director's PIN c.Certificate of registration d.At least 2 Directors' copy of IDs e.Acknowledgement receipt	Nil	5 minutes
21	Clearance Certificate/	Apply from I-tax	Nil	5 minutes

	Tax Compliance Certificate			
22	Advance tax for Commercial vehicles	a.Log book/ copy b.PIN of owner of the car	Nil	5 minutes
23	Log Book Search (confirmation of status)	Vehicle registration number	Nil	2 minutes
24	Online Renewal of Drivers' license	a.Name b.ID number	a.One year - 600 b.Three years - 1400 (Payment made via M-Pesa)	30 minutes (Depending on whether details are available in the system)
25	Student Loan Application (undergraduate)	National Identity Card	Nil	One month
26	Student Loan application (postgraduate/salaried)	National Identity Card	2000	One month
27	Loan repayment statements	National Identity Card	Nil	2 minutes
28	Receive complaints on discrimination based on tribe and religion	None	Nil	5 minutes
29	Body Mass Index and health promotion messages	None	100	10 minutes
30	Blood Pressure	None	Nil	5 minutes
31	Blood Sugar	None	Nil	5 minutes
32	Registration for Electricity	Customer's contact	Nil	2 minutes
33	Electricity Queries	Bill	Nil	5 minutes
34	Closure of Accounts	Copy of ID	Nil	5 minutes

35	Registration of voters	National ID	Nil	5 minutes
36	Receiving complaints on service delivery	a.National ID card b.Supporting documents	Nil	5 minutes
37	Reporting corruption cases	None	Nil	2 minutes
38	Issuance of Self Declaration Forms	None	Nil	5 minutes
39	Status of Pension Claim	Personal number/ID number	Nil	2 minutes
40	Application for Dependents' Pension Claims	a.Original death certificate b.Dependents Birth certificate c.Letter of identification by chief/asst. chief	Nil	5 minutes
41	Claims for Returned Pensions	a.Original death certificate a.Dependents Birth certificate b.Letter of identification by chief/asst. chief c.Copy of ID d.Bank account	Nil	5 minutes
42	Change of Pay Point	a.Details of new bank b.Details of old bank	Nil	5 minutes
43	Receiving complaints on procurement	None	Nil	2 minutes
44	Registration as a new student	a.Credentials (KCSE result slip) b.2 passport size photos c.Copy of ID	Fee advised	10 minutes
45	Examination booking	None	Depends on Section	10 minutes
46	Application for Exemption	Certified copies of transcripts and certificates	Depends on Degree and the Units covered	10 minutes
47	Application for a	1 passport size photo	500	10 minutes

student ID				
48	Reactivation of membership	Registration Number/ ID number	Fee advised	10 minutes
49	Certificate & Card Enquiry	None	Nil	2 minutes
50	Credit services to women entrepreneurs	a.Certificate of registration by social services valid for more than 3 months b.Bank statement for bank account active for at least 3 months c.Training certificate d.Minutes showing interest in the fund e.Copies of IDs f.List of members with 80% of their phone numbers	Nil	10 minutes (2 months to get loan)
51	Seasonal Parking tickets	a.Vehicle registration number b.Name of owner	a.Private/saloons- 2000 pm b.Motor bikes and scooters- 1000 pm c.Canter- 3000 pm d.Lorries- 4000 pm e.Trailers 20,000 pm	3 minutes
52	Issuance of Single Business Permit	a.Copy of National Identity Card b.Copy of Registration Certificate of the Company or Name c.Plot Number d.Physical address	Depends on category of business	10 minutes

		e.Renewal-Business number		
53	Payment of Rent & Rates	a.New applicant has to go to back office b.Old- previous payment (UPN number) c.House number	Fee advised	3 minutes
54	Impounding charges	a.Bond showing charges	Fee varies	5 minutes
55	Liquor licensing	a.Authority from Liquor Board	Fee varies	1 day

