

# **Effect of Huduma Centers (One Stop Shops) in Service Delivery– A Case Study of Mombasa Huduma Centre**

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DOI: 10.6007/IJARBSS/v5-i6/1660 URL: <http://dx.doi.org/10.6007/IJARBSS/v5-i6/1660>

## **ABSTRACT**

Historically, the Government of Kenya has grappled with the problem of poor service delivery in its public service. The government in the early 1990s tried a range of interventions to remedy this situation. The Government retrenched more than 100,000 civil servants but had only a negligible impact on the effectiveness or efficiency of the civil service. The Government then introduced results-oriented management, but by 2005 nothing much had come out of it. In 2013, the government introduced the concept of Huduma Centres, to transform public service delivery by providing citizens access to various public services and information. It aims to provide efficient government services at the convenience of the citizen by amalgamating related services within one building, possibly on the same floor, effectively making it possible for service seekers to access it conveniently. However, many questions have been raised on whether Huduma centres have added any value to service delivery. The study, therefore, seeks to assess the effect of Huduma centres in service delivery to the public.

The main objective of this study was to analyze the effect of Huduma Centres in service delivery within Mombasa town. The specific objectives of the study were; to establish if Huduma Centres influence transparency in service delivery; to assess if they enhance reliability of government services, and to determine if the centres result in customer satisfaction in government service delivery.

The study adopted a case study research design. In this investigation, the population comprised members of the public accessing government services at the Centre. The study used purposive sampling method to select 30 respondents for data collection. The data collection instrument used was a questionnaire.

Majority of the customers were pleased with the level of transparency, with but slightly low levels of service awareness and clarity of procedures of accessing the relevant service. Most were generally satisfied with the reliability of service delivery at the Huduma Centre. Majority of the respondents felt that officers serving them were courteous, but also felt that the issue of adequacy of staffing levels needs to be addressed. The customers were satisfied with services offered at Huduma Centre. The respondents were satisfied with how complaints were addressed, and almost every respondent was willing to recommend others to seek services at the Centre.

In the study the major complaints made by the customers were delays at some counters. In this regard, the study recommends the employment of more personnel to give quality and efficient services and the opening of more branches to meet the demand.

### **1.1 BACKGROUND**

“I know what our public services can do and how they are the backbone of this country. But I know too that the way they have been run for decades – old-fashioned, top-down, take-what-you’re-given – is just not working for a lot of people. Ours is a vision of open public services – there will be more freedom, more choice and more local control. Wherever possible, we are increasing choice by giving people direct control over the services they use...” – *David Cameron, British Prime Minister. July 2011*

According to Stone, A. (2006), one clear deterrent to new investment in Egypt, was the bureaucracy, delay, discretion and uncertainty surrounding business start-up. Egypt’s bureaucracy was legendary for its size, complexity and intransigence. Here is how one study described the process as it existed in Egypt in the 1990s; “Companies wanting to obtain a business license in Egypt can expect to wait up to one year while wading through a mountain of paperwork. Entire files are often lost and companies have to make special arrangements including under the table payments of up to 5000 L.E.3 to obtain a license. The time spent by an individual business men to obtain the license and the associated cost cannot be readily determined. Business owners, however have to visit the various departments at different times for an average of 25 visits to obtain a license”.

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

that administrative procedures were too numerous and time consuming, many were redundant and some were inconsistent with each other. Consequently, the Egyptian government in June 2001 decided to establish a one-stop-shop (OSS) that would assemble officials from all government entities in one place. This aimed at making the Government service customer and results oriented by observing high integrity and productivity. Other countries where the OSS system of public service delivery has worked and considered reasonably successful include Singapore through their Economic Development Board (EDB), Malaysia through Malaysian Industrial Development Authority (MIDA) and Ireland through the Industrial Development Authority (IDA).

In the last 20 years, Kenya's civil service has undergone a number of changes. Some of these changes include employee rationalization leading to wage bill reduction, performance improvement, structural adjustment programme (after aid cuts), and the institutionalization of results-based management. From 1993 to 2002, the Government retrenched more than 100,000 civil servants but had only a negligible impact on the effectiveness or efficiency of the civil service. The Government then introduced results-oriented management but by 2005 nothing much had come out of it.

Later, between 2006 and 2008, the Government decided to shift the public service towards a results-orientation approach by introducing and facilitating the development and management of a holistic Results-Based Management system through the '*Results for Kenya*' programme. The aim was to enhance performance efficiency in all government ministries, departments and agencies. It also meant to reverse the negative image of the public service.

In 2009, United Nations Development Programme (UNDP) supported the Kenyan government to step up public sector reforms to focus on national transformation. Before then, it was the Government that spearheaded institutionalization of results-based management in the public service but currently the focus is on transforming public service delivery through building partnerships. These efforts were boosted after the promulgation of the new Constitution of Kenya in 2010.

According to the UNDP (2006), the Rapid Results Initiative is making a widespread difference and is offering lasting solutions in Kenya's public service sector. It provides social change that a village, government office or business will choose and try to accomplish in just 100 days.

The Rapid Results approach, launched in more than 38 ministries, 175 local authorities and more than 10 State corporations, has improved service delivery in several areas, such as the processing and issuance of passports, national identity cards and birth certificates.

The State Law Office's Company Registry, for example, following use of rapid results approach, has improved staff and customer satisfaction levels by 80 per cent in about 100 days. This has reduced the time taken to register businesses from three weeks to one day and has helped reduce a backlog of 500,000 Annual Returns and other documents.

At the Ministry of Immigration and Registration of Persons, the number of days it takes to issue a passport in Nairobi, Kisumu and Mombasa has reduced from 30 to 20 days in 100 days. In addition, the number of uncollected identity cards reducing by 50 per cent, from 195,479 to 100,368 in the eight districts hosting provincial headquarters in 100 days. Elsewhere, rural

nomadic Maasai women in Elangata Enteritin Village of Kajiado County are enjoying access to water provided during the 100 days, thanks to the Rapid Results Initiative (UNDP, 2006).

In November 2013 the Government of Kenya established Huduma Centres where citizens can obtain their passports, land title deeds, identity cards, Kenya Revenue Authority personal identification numbers and driving licences without having to travel to Nairobi to get the services. It is expected that every civil servant whose role is to provide services such as education, healthcare, housing and other public services, will do so efficiently.

Among other changes to be introduced in the public service include introduction of one stop Huduma Service Centres to provide customer services to citizens from a single location, online e-Huduma web portal to provide integrated services offered by various government ministries, departments and agencies and a unified and integrated channel Huduma payment gateway to facilitate ease of payment for government services.

Others are introduction of m-Huduma platform to offer M-Government services to citizens from their mobile phones and a Huduma call centre to provide customer service using a single dialing prefix. Through the Huduma Kenya platform, the government aims at enabling citizens to access integrated public services via their phones, computers and personal digital assistants (PDA). The new portal is also expected to enhance service delivery and eradicate graft loopholes.

Tenders and vacancies in the public service are also expected be accessible on the platform. Users will also be able to directly post their comments and complaints regarding government services.

Huduma Centres were established to enhance service delivery to the public .Previously, service delivery in the public sector had been faced with huge challenges in service delivery. In response to the complaints and challenges that were faced by the public, the government introduced Huduma Centres .It is from this background that this study seeks to establish whether there has been transparency ,reliability and customer satisfaction in services delivered at Huduma Centres. In this regard the customers, who are the recipients of these services will be the target group in determining the effect of Huduma Centres on service delivery to the public.

## **1.2 STATEMENT OF THE PROBLEM**

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

In 2013, the government introduced the concept of Huduma Centres. Huduma Kenya is a programme by the Government of Kenya to transform public service delivery by providing citizens access to various public services and information. It aims to provide efficient government services at the convenience of the citizen. It involves amalgamating related services within one building, possibly on the same floor, effectively making it possible for service seekers to access it conveniently. It is envisaged that citizens will be able to get birth certificates, national identity cards, passports, registration of business names, and applications for marriage certificates, drivers' licences, police abstracts, among other services in one place. Through the Huduma Kenya platform, the government further aims at enabling citizens to access integrated public services via their phones, computers and personal digital assistants (PDA). The new portal is also expected to enhance service delivery and eradicate graft loopholes. Tenders and vacancies in the public service will also be accessible on the platform. Users will also be able to directly post their comments and complaints regarding government services. So far, the government has established centres in Nairobi, Machakos, Nakuru, Eldoret, Kakamega, Kisumu, Nyeri, Embu and Mombasa. Clearly, the implementation of the Huduma centre services is in progress. However, many questions have been raised on whether Huduma centres have added any value to service delivery. The study, therefore, seeks to assess the effect of Huduma centres in service delivery to the public.

### **1.3 OBJECTIVES**

#### **1.3.1 Research Objective:**

The main objective of the study is to analyze the effect of Huduma Centres in service delivery to the public within Mombasa town.

#### **1.3.2 Specific Objectives:**

1. To establish if Huduma Centres influence transparency in service delivery.
2. To assess if Huduma Centres enhance reliability of government services.
3. To determine if Huduma Centres result in customer satisfaction in government service delivery.

## **2.0 THEORETICAL REVIEW**

### **2.1 THE SERVQUAL MODEL**

The original conceptualization of service quality was a framework developed by Parasuraman et al (1985, 1988 and 1994). Their works led to the development of a 22-item scale, the SERVQUAL instrument which has been used extensively by most researchers. The SERVQUAL instrument was originally measured on ten (10) aspects or dimensions of service quality: reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding, and tangibles (Parasuraman et al 1985) as a means of measuring the gap

between customer expectation and experience. The original construct was found to be overly complex, subjective and statistically unreliable, and as a result it was simplified and modified to the five dimensional model which is measured on five (5) aspects, namely - reliability, assurance, tangibility, empathy and responsiveness (RATER). (McCabe et al, 2007).

Service quality is therefore a function of pre -purchase customers expectations, perceived process quality and perceived output quality (McCabe et al, 2007). Parasuraman et al (1985), conceptualized service quality as the gap between customers` expectation and their perception of the service experience. Based on their conceptualization of service quality, the original instrument was made up of 22-items. The data on these items were grouped under the five dimensions of RATER (Nyeck et al, 2002). A lot of studies have been undertaken using the SERVQUAL because of its generic service applicability. It has been used in hospitals (Babakus et al, 1992); hotels (Saleh and Rylan, 1991); travel and tourism (Fick and Ritchie, 1991; Armoo, 2000) a telecommunications company, two insurance companies and two banks (Parasuraman et al 1991).

The SERVQUAL has proved to be an invaluable tool for service organizations to better understand what their customers or clients value and how well they are meeting the needs and expectations of customers and clients. It provides a benchmark based on customer opinions of an excellent organization, on the ranking of key attributes and on comparison to what employees of service organizations believe customers feel.

The SERVQUAL has come under some criticisms. Francis Buttle has criticized the SERVQUAL on a number of theoretical and operational bases. He noted that the five dimensions of RATER are not universals and that the model fails to draw on established economic, statistical and psychological theory (Buttle, 1996). Luis Lages and Joana Fernandes (2005), in their critique of the SERVQUAL, suggest that consumer`s final decisions are taken at a higher level of abstraction. Consequently, they proposed the Service Personal Values (SERPVAL) model. Similar to the SERVQUAL, the SERPVAL is also a multidimensional construct. It presents three dimensions of service value to peaceful life, social recognition and social integration. All three SERPVAL dimensions are associated with customer or client satisfaction. While service value to social integration is related only with loyalty, service value to peaceful life is associated with both loyalty and repatronage intents (Lages and Fernandes, 2005).

Some research studies do not support the five-factor structure of SERVQUAL put forward by Parasuraman et al (1988), and administering expectation items is also considered unnecessary (Carman, 1990; Babakus and Boller, 1992). In addition, Cronin and Taylor (1992) have developed their own performance-based measure, the SERVPERF. In fact, the SERVPERF scale is the unweighted perceptions components of SERVQUAL, which consists of 22 perception items thus excluding any consideration of expectations. In their empirical work in four industries, Cronin and Taylor (1992) found that unweighted SERVPERF measure (performance-only) performs better than any other measure of service quality, and that it has the ability to provide

more accurate service quality score than SERVQUAL. They argue that current performance best reflects a customer's perception of service quality, and that expectations are not part of this concept.

Despite the criticisms, SERVQUAL has been used to measure service quality in a variety of contexts, including hospitals (Bakar et al., 2008), universities (Galloway, 1998), police services (Donnelly et al., 2006), banks (Kangis and Passa, 1997), travel agencies (Luk, 1997) and public utilities (Babakus and Boller, 1992). The wide array of application of such an instrument as SERVQUAL spells confidence in its utilization as a technique for measuring service quality in various business sectors and service industries. Although some studies did fail to support its structure, Parasuraman et al (1993) defended the use of the different dimensions, based on conceptual and practical grounds. Parasuraman et al. (1988) noted that even if it may be necessary to reword or modify some of the items, yet the SERVQUAL scale is applicable in a wide range of business services. However, Parasuraman et al. (1991) cautioned that the addition/deletion of items and/or dimensions may result in the loss of the scale's integrity.

In their arguments in support of the SERVQUAL, Nyeck et al (2002), posit that SERVQUAL remains the most complete attempt to conceptualize and measure service quality. They contend that its main benefit is the ability of researchers to examine numerous service industries such as healthcare, banking, financial services and education. The fact that SERVQUAL has critics does not render it moot. Rather the criticisms may well have to do with how researchers use the tool. According to them, "few researchers concern themselves with the validation of the measuring tool" (Nyeck et al, 2002, p.106).

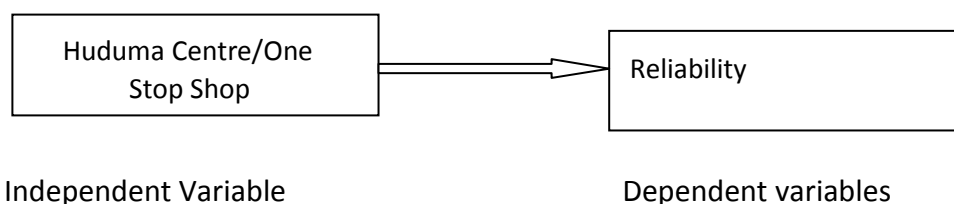
The SERVQUAL model proposes that customers evaluate the quality of a service on five distinct dimensions: reliability, responsiveness, assurance, empathy, and tangibles. The SERVQUAL instrument consists of 22 statements for assessing consumer perceptions and expectations regarding the quality of a service. Perceived service quality results from comparisons by consumers of expectations with their perceptions of service delivered by the service providers (Zeithaml *et al.*, 1990). It can be argued that the factor underpinning the delivering of good perceived service quality is actually meeting the expectations of the customers. Thus, excellent service quality is exceeding the customers' expectations. Zeithaml and Bitner (2000) suggested that customer expectations are beliefs about a service that serve as standards against which service performance is judged.

Parasuraman *et al.* (1988) suggested that customer expectations are what the customers think a service should offer rather than what might be on offer. Zeithaml *et al.* (1990) identified four factors that influence customers' expectations: word-of-mouth communications; personal needs; past experience; and external communications. A gap is created when the perceptions of the delivered service is not as per the expectations of the customer. This gap is addressed by identifying and implementing strategies that affect perceptions, or expectations, or both (Parasuraman *et al.*, 1985; Zeithaml *et al.*, 1990). Parasuraman *et al.* (1988) stated that

SERVQUAL had been designed to be “applicable across a broad spectrum of services” and the format could be adapted to fit specific needs, and that it would be most valuable when used to track service quality trends periodically.

They proposed that the SERVQUAL model could be extended to measure gaps in quality and could therefore be used as a diagnostic tool to enable management to identify service quality shortfalls. The gap score is calculated by the perception statements being deducted from the expectation statements. If any gap scores turn out to be positive then this implies that expectations are actually being exceeded. This allows service managers to review whether they need to re-deploy resources to areas of underperformance.

**2.2 CONCEPTUAL FRAMEWORK**



**Figure 2.1: Conceptual Framework**

**ONE STOP SHOP**

According to Stone, A. (2006), one-stop shops are one of several institutional substitutes Governments often adopt to bypass or accelerate existing procedures where they are dysfunctional. At least 15 countries in the Middle East North Africa region have some kind of OSS in existence as part of their investment promotion efforts. One-stop Shops became popular in the 1980s as a means to promote investment, often as an adjunct to investment promotion agencies (like GAFI). “The basic idea is that an investor would only have to be in contact with one single entity to obtain all the necessary paperwork in one streamlined and coordinated process, rather than having to go through a labyrinth of different government bodies.” “The most outstanding and well-known examples where such an OSS system works reasonably successful are the Economic Development Board (EDB) of Singapore, the Malaysian Industrial Development Authority (MIDA) and the Industrial Development Authority (IDA) of Ireland. In all three cases, investors can rely on the agencies to provide practically all the approvals and clearances needed.”

A central innovation introduced in the new OSS was the separation of the “front” and “back” office. “Investors should stay at the front office. You have to limit points of contact. This has an amazing effect on corruption. It took lots of time [to communicate this concept to officials] – those applying the rules are part of the discussion – you have to understand [their] logic.” By



matching each investor (or investor's representative) to a single GAFI officer who walks the investor through the entire registration process, by providing all services through one window where required documents are submitted, and by combining all required payments into a single bank window transaction, the process is greatly simplified for the customer and most opportunities for requests for or offers of speed payments are eliminated. The approvals are done in the "back" office by officials who now have no contact with applicants.

Meeting the existing challenges in service delivery is prompting the public sector to explore new sustainable models for service delivery – models that can significantly improve customer experience and outcomes through enhanced service levels at the same or reduced cost. The solution lies in developing citizen-centric models that draw inspiration from the relative success with which the private sector has addressed the situation. These examples keep the customer at the core of every decision, from strategy formulation and design through to execution. The development of citizen-centric models calls for customer insight, looking at customers' wants and needs (both demographic and attitudinal), in a holistic manner – distinguishing means and ends, focusing on improved customer journeys and measurable benefits, and understanding the strategic risks associated with various service delivery models, (PWC, 2012).

In rising to the challenge, public sector Departments or Agencies across the globe are increasingly adopting a *One Stop Shop* citizen-centric service delivery model. The concept of *One Stop Shops* is to enable citizens and customers a single access point to information and service transactions. Key elements which these and other governments have sought to address in the design and delivery of a customer centric model include:

- i. *Speed* – the time taken to deliver a service should be the shortest possible for both the customer and the agency while still ensuring outcomes are delivered right the first time.
- ii. *Engagement* – the way in which services are delivered should be seen as citizen-centric
- iii. *Responsive* – there should be an 'intelligent' mechanism in place to address any variation in meeting service levels and drive any changes required
- iv. *Value* – the customer needs to believe that the One Stop Shop is cost effective, and value is driven by customer outcomes, not agency or department processes
- v. *Integration* – a *One Stop Shop* should be seamlessly integrated, there should be no 'wrong door' policy for the customer
- vi. *Choice* – there should be multiple channels for service delivery, so that customers can have 'channels of choice', depending on specific needs at specific times
- vii. *Experience* – personalisation of service is necessary to ensure that customers' experiences are on a par with what they are receiving in the private sector.

One stop shops, or citizen's service centres are another service improvement tool, different from the various charters. One of their specific purposes may be to provide clients with particular information adapted to the different situations experienced by them. One stop shops are being tested and promoted mostly at a local level in the United Kingdom, the Netherlands, the Nordic countries and Italy suggest that a single point of contact for information improves efficiency with simple referral tasks (Humphreys, 1988)

### 2.3 RELIABILITY IN SERVICE DELIVERY

Reliability is the statistical yardstick of test measurement consistency (Cicchetti, 1994). According to classical test theory, every observed test score is influenced by multiple sources of variability. These can be categorized into the factors that contribute to test consistency, and those which contribute to test inconsistency. The true score (i.e., a representation of all the factors which contribute to consistency in the measurement) on any test is the difference between the attained score on the test, and the error of measurement (i.e., a representation of discrepancies between obtained scores and the corresponding true scores). In any democratic society citizens will have a number of basic rights as well as obligations in relation to their government and its agencies. While measuring users' satisfaction with public sector goods and services is considered to be an important indicator to evaluate performance of service delivery in OECD countries, few measures have been consensually developed on the extent to which governments design their institutional framework to allow citizens' rights to be acknowledged and heard. Such a framework helps to ensure the reliability of public services by informing citizens of their rights and by providing them with channels of redress and quality assurance. Statements of citizens' rights might also promulgate basic service and process standards, e.g. the Citizens' Charter that existed in the United Kingdom. The assessment of citizens' rights recognition has become even more compelling in a context of decreasing trust in national governments and in leadership. Few countries have a common definition of patient or taxpayer rights, let alone a standardized regulatory framework for the implementation of complaint practices (OECD, 2013).

### 2.4 CRITIQUE OF EXISTING LITERATURE RELEVANT TO THE STUDY

The idea of One Stop Shop as a way to improve service delivery has been tried out with several degrees of success and failure in various countries. Promoting innovations in the public sector reforms was one of the recommendations in the Vienna Declaration on Building Trust in Government. Public sector has since been restructured in attempts to introduce results-based approaches to service delivery.

It is clear that challenges in the public service delivery are still immense, hence the need for more innovations. Strategies for improving service delivery are centered on customer-centricity, connected government, capacity-building, modelling and innovation.

In Kenya, the Vision 2030 stands out as the main driver for a citizen-focussed, and result-oriented public service. Therefore, citizen surveys provide a viable method of obtaining regular feedback on the progress of the recent introduction of the Huduma Centres model.

The literature review presented on the effect of Huduma Centres on Service Delivery is premised on the Disconfirmation Theory and the ServQual model. The Disconfirmation Theory reveals a relationship between dependent and independent variables which are affecting

service delivery at the Centre. The Expectancy-Disconfirmation Paradigm (EDP) has become the dominant framework employed in the assessment of customer satisfaction with hospitality and tourism services. SERVQUAL is based on the disconfirmation model widely adopted in the customer satisfaction literature. Transparency, reliability and customer satisfaction are the key independent variables while service delivery is the outcome being affected by the variables. Huduma services in Kenya are a relatively new concept and the researchers will investigate how these variables affect service delivery through a case study of Mombasa.

### 3.0 DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 3.1 Reliability of Service Delivery

**Table 1: Reliability of Service Delivery**

Variable	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Waiting Period	26.7	40.0	13.3	10.0	10.0
Service Standards	20.0	50.0	16.7	6.7	6.7
Working hours	26.7	30.0	30.0	10.0	3.3
Staffing	23.3	16.7	36.7	20.0	3.3
Service charter adherence	33.3	33.3	20.0	6.7	6.7
Courtesy	43.3	20.0	30.0	0.0	6.7
<b>Average</b>	<b>28.9</b>	<b>31.7</b>	<b>24.5</b>	<b>8.9</b>	<b>6.1</b>

On reliability of service delivery, 66.7% of the respondents agreed that waiting period before being served has reduced, 70.0% agreed services offered meet the expected standard and 56.7% agreed that employees observe working hours. In addition only 40.0% of respondents generally agreed that employees were adequate for Serving Customers, while 66.6% of respondents opined that all payments were made as per the Service Charter. A total of 63.3% of the customers were found to be aware of the services offered at the Centre. This means that though respondents were generally satisfied with the reliability of service delivery at the Huduma Centre, the issue of adequacy of staffing levels needs to be addressed.

The study has used one of the two measures of customer reliability, that is, quality assurance framework (OECD, 2013) to establish that the services at Huduma Centre, Mombasa, to establish that indeed customers are satisfied with the level of reliability of service delivery.

## **4.0 SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

### **4.1 Introduction**

This chapter presents summary, conclusion and recommendations for the findings of the study on effect of Huduma Centre's in service delivery.

### **4.2 Summary**

The findings further suggested that one stop shops have significantly enhanced transparency, reliability and customer satisfaction in service delivery. Regarding reliability of services, 66.7% of the respondents agreed that waiting period before being served has reduced, 70.0% agreed services offered meet the expected standard and 56.7% agreed employees observe working hours. Also 40.0% of respondents agreed that employees were adequate for Serving Customers, 66.6% of all payments were made as per the Service Charter while 63.3% of the customers were aware of the services offered at the Centre.

### **4.3 Conclusions**

Respondents were generally satisfied with the reliability of service delivery at the Huduma Centre, though the issue of adequacy of staffing levels needs to be addressed.

On customer satisfaction, the study found that most of the respondents feel that officers serving them were courteous; a majority of respondents felt that the officers who served them had positive attitude and therefore most of the respondents were satisfied with how complaints were addressed. In addition, almost every respondent was willing to recommend others to seek services at the Centre. However, even though a majority of respondents were satisfied with the duration of service, a significant proportion was not, thus there is a need to improve the duration of service. Finally, it generally took 30 minutes or less for customers to be served, while 90% of the problems were solved.

### **4.4 Recommendations**

According to the research done at Huduma Centre, Mombasa, the customers expressed the shortage of employees. The customers complained of delays at birth certificate service and good conduct counters. In this regard, the study recommends the employment of more skilled personnel to give quality and efficient services.

The customers encountered difficulties in tracing the service counters that offered the services they required. There were therefore forced to enquire for direction causing unnecessary delays. Customers were also not aware when they were to be served. The study therefore recommends deployment of customer stewards as well as more training for customers to create awareness of the available services and the procedures to be followed in service delivery.

The demand for services at Huduma center, Mombasa is higher than the supply. The customers complained of semi-centralization of services. The study therefore recommends the opening of more spread out branches to meet the demand function as well as full centralization of services at Huduma Centre.

The cyber café was overwhelmed and slow causing congestion and delays. The public address system was also not clear. The study therefore recommends upgrade of the information and technology systems at Huduma Centre, Mombasa.

The study noted that the incidences of corruption had greatly reduced and thus Huduma Centres are the way to go in the fight against corruption in service delivery. Further study is recommended in assessing the skills of employees working at Huduma Centre.

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