

**PUBLIC POLICY MANAGEMENT SYSTEMS ON THE
PERFORMANCE OF HUDUMA CENTERS IN NAIROBI COUNTY,
KENYA**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT
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MASTER OF ARTS IN PUBLIC ADMINISTRATION AND
MANAGEMENT (POLICY ANALYSIS OPTION)
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MAY 2025

DECLARATION AND APPROVAL

Declaration by the Student

There have been no submissions of this research project for a degree or award to any other university; it is entirely original.

Student's Signature:.....  ...Date: 10/06/2025.....

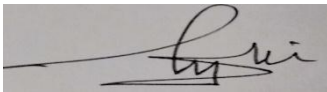
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Approval by the Supervisor

I attest that the candidate worked under my guidance to execute the tasks outlined in this thesis.

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DEDICATION

I dedicate this study project to my parents and family, praying for God's abundant blessings for their unwavering prayers and support throughout my master's journey.



ACKNOWLEDGEMENT

I want to start by giving thanks to the Almighty God, who has given me excellent health and serves as my source of inspiration and fortitude. I would like to thank my supervisor, Dr. Kennedy Nyariki, for her assistance in seeing this research project through to its successful conclusion. Additionally, I would want to express my gratitude to my colleagues and Mount Kenya for their support throughout this study period.



ABSTRACT

Slow service delivery, corruption, ineffective public service providers, low employee morale, and negative attitudes toward service delivery have been identified as challenges within Kenya's public service system. Accessibility issues also persist due to the consolidation of some services in large cities. The 2010 Kenyan Constitution, which introduced a decentralized government structure, aimed to improve service delivery to Kenyans. The study seeks to assess the impact of Public Policy Management Systems on the performance of Huduma Centers in Nairobi County, Kenya. Specifically, the study will evaluate the effects of Integrated Service Systems, the One Stop Shop Model, staff training, and organizational communication on Huduma Centers' performance. Economists and public policy analysts have been focusing on improving Huduma Centers by consolidating various government services under one roof. This aims to reduce the time, cost, and complexity involved in accessing these services. Devolution plays a crucial role in improving service delivery, impacting both the quality of life and standard of living. This study analyzed the influence of public policy management systems on the performance of Huduma Centers in Nairobi County, providing insights for both national and county governments to enhance service delivery. The study focused on all public servants working in Huduma Centers in Nairobi County. The target population consisted of 307 staff members across different service units within these centers. Stratified random sampling was used to select 174 staff members as participants. Proportional stratification will ensure adequate representation from each service unit across the 5 Huduma Centers. The sample size for each subgroup was calculated using the formula: $(\text{Subgroup Count} / \text{Total Population}) \times \text{Total Sample Size}$. Random sampling will then select the specific staff members from each subgroup. Quantitative data was collected through closed-ended questionnaires designed for this study. Likert scales will be used to gauge respondents' levels of agreement. A drop-off and pick-up method was employed to distribute and collect the questionnaires. The data will be analyzed using IBM SPSS software (version 28), with descriptive statistics (frequencies, percentages, means, and standard deviations) and inferential statistics (Pearson Correlation and multiple regression analysis) used to assess relationships between variables. The study findings revealed a statistically significant association between Integrated Service Systems and the performance of Huduma Centers, particularly regarding Huduma Call Center and Huduma Payment services (Coeff = 0.159, p-value = 0.009), significant positive association between the One Stop Shop Model and Huduma Center performance, particularly in reducing the time required to access services and improving service transparency (Coeff = 0.177, p-value = 0.012), statistically significant association with performance (Coeff = 0.145, p-value = 0.021), statistically significant but weaker association between Organizational Communication and performance (Coeff = 0.102, p-value = 0.047).

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ABBREVIATIONS AND ACRONYMS

GSC	- Government Service Centers
ICT	- Information Communication Technology

KRA	– Kenya Revenue Authority
NGOs	- Non-Governmental Organizations
NHIF	- National Health Insurance Fund
NSSF	- National Social Security Fund
OSS	- Open source software
RVB	- Resource Allocation The



CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter will contain background of the study, statement of the problem, objectives of the study, research questions, significance of the study, limitations and the scope in that order.

1.1 Background of the Study

Kenya's president, Mwai Kibaki, introduced Vision 2030 in 2008 with the goal of quickly industrializing the country and bringing it into the middle class. All Kenyan people were to get effective government services, according to Vision 2030 (Vision, 2030). Because of this, the concept of Huduma Kenya—a one-stop shop for all government services—was established. For example, prior to the introduction of Huduma Kenya, Kenyans faced significant obstacles when attempting to access government services, particularly those related to in-service delivery. They had to wait in long lines, deal with a high rate of corruption, and struggle to obtain government services because of the country's cartels (Ministry of Industry, Trade, and Cooperatives, 2018).

The first Huduma Kenya was introduced by President Uhuru Kenyatta at GPO Nairobi in 2013. Because to this launch, the government was able to better serve its residents, which increased service delivery. According to Abdalla et al. (2015), Kenyans had long been provided with subpar services by the government of Kenya. Furthermore, they contended that Huduma Kenya was established because the Kenyan government needed to come up with novel ways to provide

its services. In an effort to improve public service delivery and serve as a one-stop shop for all government services, the Kenyan government launched Huduma Kenya in 2013. All government services are combined by Huduma Kenya and provided in a single structure (Abdalla et al.,2015). The Kenyan government introduced Huduma Kenya in November 2013 as a public service delivery approach.

Kenyans can obtain a wide range of services from decentralized franchises that provide wholesale government services, including driver's licenses, new business registrations, passports, processing of land title deeds, identity cards, police clearance certificates, NHIF covers, filling out KRA returns, NSSF registration, KRA PINs, and motor vehicle transfers (Ngari, 2017). The Ministry of Industry, Trade, and Cooperatives (2018) reports that the personnel stationed at the service points have undergone comprehensive training on meeting and surpassing customer expectations and handling the influx of people seeking government services, which is common in these centers due to the public's perception of a modernized and progressive civil service.

Huduma Kenya was established to combat bribery since the people lost faith in the government as a result of government offices turning into hubs of corruption. Huduma Kenya was therefore implemented by the government in the following significant cities: Nairobi, Mombasa, Kisumu, and Thika (Mutegi, Nzioki & King'oriah, 2021). Embu, Kitui, Siaya, Meru, Isiolo, Wajir, Turkana, Eldoret, Nyeri, Kakamega, Machakos, and Nakuru are a some of the places mentioned. According to Ministry of Investments, Trade and Industry, there are 47 Huduma

Kenya across the country (Ministry of Industry, Trade, and Cooperatives, 2018). The Ministry of Foreign Affairs and International Trade highlights five core values for Huduma Kenya i.e. innovation, transparency, courtesy, efficiency, and integrity.

1.1.1 Global Perspective on Monitoring and Evaluation Systems

Svara and Brunet (2020): In the context of the USA, public service delivery has increasingly leveraged e-government platforms to enhance accessibility and efficiency. Svara and Brunet emphasize the importance of digital transformation in improving citizen engagement and reducing administrative burdens. The adoption of integrated service delivery models in various states has shown positive outcomes in terms of citizen satisfaction and service efficiency.

Fountain (2019): The integration of technology in public service delivery, akin to Huduma Centers, has been a focal point in the USA. Fountain discusses the implementation of "one-stop-shop" service centers which aim to provide a seamless experience for citizens accessing government services. The study highlights that such models benefit significantly from strong inter-agency collaboration and centralized management systems.

Zhang and Li (2021): China's approach to public service delivery through initiatives like government service centers provides a parallel to Huduma Centers. Zhang and Li highlight the role of digital platforms in facilitating efficient service delivery. The use of big data and AI in managing public services has improved response times and reduced corruption, demonstrating the potential of technology in enhancing public policy management.

Wang (2020): Public service reforms in China focus on decentralization and the integration of services at local levels. Wang notes that local government service centers have adopted innovative practices such as mobile service units and online service platforms, which have contributed to higher citizen satisfaction and reduced wait times.

Bouckaert and Peters (2020): European countries, particularly in Northern Europe, have been pioneers in implementing integrated public service delivery models. Bouckaert and Peters discuss the success of countries like Denmark and Estonia in creating digital service hubs that offer multiple government services under one roof. These models emphasize transparency, efficiency, and citizen-centric approaches, similar to Huduma Centers.

Bekkers, Edelenbos, and Steijn (2019): The study explores how European public administrations have embraced network governance and collaborative approaches to improve service delivery. In countries like the Netherlands, the emphasis on cross-sector collaboration and stakeholder engagement has led to more effective and responsive public services.

Lodge and Hood (2020): The UK's experience with public service delivery has been characterized by a strong focus on digital government initiatives. Lodge and Hood analyze the implementation of "Gov.uk," a centralized online platform for accessing government services. The platform's success in providing a unified user experience and streamlining administrative processes offers valuable lessons for Huduma Centers.

Dunleavy et al. (2019): The study highlights the UK's shift towards digital public services and the consolidation of government functions into single service points. The creation of "One-Stop Shops" and the integration of digital tools have improved service delivery efficiency and reduced costs, aligning with the objectives of Huduma Centers.

1.1.2 Regional Perspective on Monitoring and Evaluation Systems

Mphahlele, T., & Maphunye, K. J. (2021): South Africa's experience with integrated public service delivery, particularly through initiatives like Thusong Service Centres, provides parallels to Huduma Centers. Mphahlele and Maphunye highlight the role of these centers in improving access to government services in rural and underserved areas. The study emphasizes the importance of multi-stakeholder collaboration and robust governance frameworks in ensuring the success of such initiatives.

Brijlal, P., & Gordon, S. (2020): The authors discuss the impact of digital transformation on public service delivery in South Africa. Their research indicates that the adoption of e-government platforms has significantly enhanced service efficiency and reduced administrative bottlenecks. They advocate for continuous technological upgrades and capacity building for public servants to maintain high service standards.

Mensah, I. K., & Mi, J. (2022): The implementation of one-stop-shop service centers in Ghana, such as the Client Service Units (CSUs), has been explored in this study. Mensah and Mi highlight the role of these units in streamlining government services and improving citizen satisfaction. The study underscores

the importance of clear policy guidelines and strong leadership in driving the success of these centers.

Boateng, R., & Adjei-Bamfo, P. (2019): This research examines the role of ICT in enhancing public service delivery in Ghana. Boateng and Adjei-Bamfo find that the integration of digital tools in service centers has led to significant improvements in efficiency and transparency. They recommend further investments in ICT infrastructure and training for public sector employees.

Afolayan, O. T., & Bamidele, O. (2020): The study focuses on the Public Service Delivery Units (PSDUs) in Nigeria, which are similar to Huduma Centers. Afolayan and Bamidele emphasize the challenges of bureaucratic inefficiencies and corruption, suggesting that strong policy frameworks and accountability mechanisms are essential for effective service delivery. The study also highlights the potential of PPPs in enhancing the operational efficiency of PSDUs.

Nwankwo, B. C., & Ibeh, N. (2021): This research explores the impact of e-governance on public service delivery in Nigeria. Nwankwo and Ibeh find that the adoption of digital platforms has improved accessibility and reduced corruption in service provision. They advocate for the expansion of digital services and the establishment of feedback mechanisms to ensure continuous improvement.

Hassan, M. S., & El-Sharkawy, M. (2023): The Egyptian experience with public service delivery reforms, particularly through the Government Service Centers (GSCs), is analyzed in this study. Hassan and El-Sharkawy highlight the role of these centers in enhancing service delivery efficiency and citizen satisfaction.

The study emphasizes the importance of centralized management and inter-agency coordination in achieving the desired outcomes.

El-Khouly, M. M., & Omar, A. (2020): The authors examine the impact of digital transformation on public services in Egypt. Their research indicates that the adoption of ICT solutions has led to improved service delivery and reduced wait times for citizens. They recommend continuous investment in technology and training for public sector employees to sustain these improvements.

1.1.3 Local Perspective on Monitoring and Evaluation Systems

Munyaneza, E., & Ndagijimana, C. (2021): Rwanda's adoption of Irembo, an online platform for accessing government services, parallels the Huduma Center model. Munyaneza and Ndagijimana highlight the role of digital transformation in improving service delivery efficiency and transparency. They emphasize the importance of strong political commitment and robust ICT infrastructure in achieving these outcomes. Nduwayezu, G., & Bizimana, J. (2020): The study examines the implementation of public service reforms in Rwanda, focusing on decentralization and local governance. Nduwayezu and Bizimana find that empowering local governments and integrating services at the local level have significantly improved accessibility and citizen satisfaction.

Kakumba, U., & Nsereko, I. (2019): This research explores the establishment of one-stop centers in Uganda, such as the Uganda Revenue Authority's service centers. Kakumba and Nsereko discuss how these centers have streamlined tax administration and improved compliance. The study highlights the importance of inter-agency collaboration and capacity building in enhancing service delivery.

Mugisha, R., & Nabaho, L. (2021): Mugisha and Nabaho analyze the impact of e-governance initiatives on public service delivery in Uganda. They find that the adoption of digital platforms has reduced corruption and increased efficiency. The authors recommend further investment in ICT infrastructure and continuous training for public servants.

Ndayishimiye, J., & Nkurunziza, A. (2022): The study investigates the challenges and opportunities of implementing integrated public service delivery models in Burundi. Ndayishimiye and Nkurunziza highlight issues such as limited ICT infrastructure and political instability. They suggest that improving governance frameworks and investing in technology are crucial for the success of such models.

Habonimana, P., & Niyonkuru, M. (2020): This research examines the role of public-private partnerships in enhancing service delivery in Burundi. Habonimana and Niyonkuru find that collaboration with private entities has introduced efficiencies and innovation, which are essential for improving public services. Chimseu, G., & Kamanga, H. (2021): The study explores the implementation of citizen service centers in Malawi. Chimseu and Kamanga discuss the impact of these centers on improving access to government services. They emphasize the importance of community engagement and feedback mechanisms in ensuring the centers meet the needs of citizens.

Munthali, M., & Phiri, P. (2019): Munthali and Phiri analyze the role of ICT in public service delivery in Malawi. Their research indicates that digital tools have enhanced transparency and reduced wait times. They advocate for increased

investment in ICT infrastructure and training for public sector employees. Mbwambo, A., & Shayo, R. (2020): The establishment of One-Stop Business Centers in Tanzania, which aim to streamline business registration and licensing processes, is examined in this study. Mbwambo and Shayo highlight the positive impact of these centers on reducing bureaucratic obstacles and promoting entrepreneurship. The study underscores the importance of effective coordination among various government agencies.

Mtey, J., & Mgonja, B. (2021): This research focuses on the digital transformation of public services in Tanzania. Mtey and Mgonja find that the adoption of e-government initiatives has improved service delivery efficiency and reduced corruption. They recommend continuous monitoring and evaluation to ensure the sustainability of these improvements. Muthama, S. N., & Njoroge, J. K. (2020): The study explores the overall impact of Huduma Centers on service delivery in Kenya. Muthama and Njoroge highlight the efficiency gains and reduction in corruption brought about by the centralized service model. They emphasize the importance of continuous technological upgrades and staff training to maintain service quality and responsiveness to citizen needs.

Ngugi, P. K., & Wanjohi, M. E. (2019): This research analyzes the role of Huduma Centers in enhancing access to government services. Ngugi and Wanjohi find that the centers have significantly reduced the time and cost associated with obtaining government services. The study also identifies challenges such as insufficient staffing and occasional system downtimes, recommending increased investment in infrastructure and human resources.

Ochieng, M., & Migiro, S. O. (2021): Ochieng and Migiro discuss the integration of ICT in Huduma Centers, noting that digital platforms have streamlined operations and improved service delivery. They argue for the expansion of digital services and the implementation of mobile service delivery units to reach remote areas.

Mwangi, G. W., & Muturi, W. (2022): The study focuses on the performance of Huduma Centers in Kiambu County. Mwangi and Muturi highlight the positive impact of these centers on local governance and citizen satisfaction. They note that the centers have brought government services closer to the people, reducing travel time and costs for residents. The study also suggests that local adaptations and improvements are necessary to address specific regional needs. Kamau, J. M., & Njuguna, P. (2023): Kamau and Njuguna examine the challenges faced by Huduma Centers in Kiambu County, including infrastructural constraints and high demand for services. They recommend enhancing the capacity of these centers through better resource allocation and improved inter-agency coordination. The study also underscores the importance of engaging local communities in feedback and service improvement processes.

Kariuki, M. M., & Gachoka, J. M. (2020): This research assesses the effectiveness of public policy management systems in the implementation of Huduma Centers in Kiambu. Kariuki and Gachoka find that strong governance frameworks and political support have been crucial for the success of these centers. However, they also identify the need for regular performance evaluations and policy adjustments to address emerging challenges.

1.2 Statement of the Problem

Huduma Centers in Nairobi County, Kenya serve as pivotal hubs for delivering essential public services to citizens. These centers were established with the goal of enhancing accessibility, efficiency, and transparency in service delivery. However, despite their significant role, the impact of public policy management systems on the performance of Huduma Centers remains inadequately understood and requires systematic investigation (World Bank Report, 2022).

The effectiveness of public policy management systems, encompassing regulatory frameworks, resource allocation strategies, and administrative protocols, is pivotal in determining the operational efficiency and service quality of Huduma Centers. Currently, there is a lack of comprehensive empirical research that examines how these policy frameworks influence the day-to-day functioning and overall performance outcomes of the centers (UNDP Report, 2020).

Key questions arise regarding the alignment of existing policy management systems with the operational needs and service delivery objectives of Huduma Centers. Issues such as regulatory compliance burdens, bureaucratic inefficiencies, and resource constraints may potentially hinder the centers from achieving optimal service delivery standards. Moreover, understanding the specific challenges and bottlenecks within the current policy environment is crucial for proposing targeted interventions and improvements (KIPPRA Report, 2021)

Therefore, this study aims to investigate the impact of public policy management systems on the performance of Huduma Centers in Nairobi County, Kenya. By exploring the intricacies of policy formulation, implementation, and enforcement as they relate to service delivery, the research intends to provide actionable insights and recommendations. These insights are aimed at enhancing the overall effectiveness of policy management strategies to foster improved service delivery outcomes and citizen satisfaction within Huduma Centers.

1.3. Purpose of the Study

This study therefore seeks to establish the effect of Public Policy Management Systems on the Performance of Huduma Centers In Nairobi County, Kenya.

1.3.2 Objectives of the Study

- i. To evaluate the effect of Integrated Service Systems on the performance of Huduma Centers in Nairobi County, Kenya
- ii. To examine the influence of One Stop Shop Model on the performance of Huduma Centers in Nairobi County, Kenya
- iii. To ascertain the effect Staff training on the performance of Huduma Centers in Nairobi County, Kenya
- iv. To synthesis the organizational communication on the performance of Huduma Centers in Nairobi County, Kenya

1.4 Research Questions

- i. What is the effect of Integrated Services Systems on the performance of Huduma Centers in Nairobi County, Kenya?

- ii. How does the One Stop Shop Model influence the performance of of Huduma Centers in Nairobi County, Kenya?
- iii. What is the effect Staff training on the performance of of Huduma Centers in Nairobi County, Kenya?
- iv. How does the organizational communication affect the performance of of Huduma Centers in Nairobi County, Kenya?

1.5 Significance of the Study

Economists and public policy analysts seek to answer the question of how to improve Huduma Centers service delivery in order to improve and enhance service delivery by consolidating various government services under one roof, thereby reducing the time, cost, and complexity involved in accessing these services. Devolution is one of the key ways through which such service delivery can be achieved. Devolution has implications that go far beyond service delivery and directly impact on the quality of life and standard of living. influence of public policy management systems on the performance of Huduma Centers in Nairobi County, Kenya. The results may be used by the federal government as well as local governments to develop smart interventions that will improve citizen service delivery. This research will describe the current devolution environment and its influence on internal and external consumers as well as public policy management systems in the sector, making it vital for actors in the public service industry. The work will be helpful to future researchers since it will serve as a reference.

1.6 Scope of the Study

The study will focus to establish the effect of public policy management systems on the performance of Huduma Centers in Nairobi County, Kenya. The focus will be on all the public servants under Huduma Centers in Nairobi County, Kenya. The targeted population will be 307 and respondents will be the staff working in various service units within the Huduma Centers in Nairobi County with a sample size of 174 respondents and the researcher will take nine months to conduct this study.

1.7 Limitations of the Study

The study can have a number of issues.

1.7.1 The Scope

The size of the study may provide challenges for the researcher conducting it. This is due to the region's high population density and the researcher's restricted access to some Huduma Centers located in densely populated areas of Nairobi, such as Makadara.

1.7.2 The Volume of Data

The sheer volume of data that has to be handled presents another issue for the data analysis process. Due to the volume of data to be processed, the study's completion may take longer than expected. Processing the data collected from the great majority of responders can take considerably longer than anticipated.

1.7.3 Confidentiality

Given that it would be too sensitive a subject to discuss in public, some responders would be hesitant to divulge the information. The researcher will reassure the participants that the study would only look at matters pertaining to

academic responsibility in order to calm their concerns. As a result, the researcher will maintain the strictest confidentiality regarding any data that is gathered.

1.8 Delimitation of the Study

Using the research authorization (NACOSTI) and an introduction letter from the university stating the purpose of the study, the researcher hopes to secure the support required from managers engaged in research. Obtaining primary data directly from respondents may require additional focus in order to provide data analysis within the academic time frame.

1.9 Assumptions of the study

The study assumes that public policy management systems are effectively implemented across the centers and that data on performance is both available and accurate. It presumes that Huduma Centers provide relevant services, and their performance can be measured through factors like customer satisfaction and service delivery speed. The study also assumes consistency in policy implementation, adequate resources for operations, and effective stakeholder engagement, while controlling for external factors like political or economic changes. Additionally, it assumes that public policy is the primary factor influencing the centers' performance and that the findings are specific to Nairobi County.

1.10 Operational Definition of Key Terms.

Huduma Centers - These are one-stop government service centers established

in Kenya to provide a range of public services efficiently and conveniently to citizens.

Integrated Service Systems
delivering public or

- refer to a coordinated approach to private services that brings together various service providers, processes, and technologies into a unified framework.

Service delivery
to meet

- refers to the provision of goods or services

or citizens.



the needs of customers, clients,

Staff Training
employees with the

- refers to the process of providing necessary knowledge, skills, and competencies to perform their job roles effectively and efficiently. This process involves a variety of educational and developmental activities designed to improve individual and organizational performance.

One Stop Sho Model
consolidates

-refers to a service delivery approach that

multiple services and resources into a single location, providing customers with a convenient and efficient way to access a variety of services without needing to visit multiple providers or locations. This model is widely used in both the public and private sectors to improve customer experience and streamline service delivery.

Organizational Communication
convey

- refers to the processes and methods used to

information, ideas, and messages within an organization. It encompasses all the ways in which employees, management, and external stakeholders interact and share information. Effective organizational communication is critical for ensuring that the organization operates smoothly and that all members are aligned with its goals and objectives.

. Public policy management systems - refer to the frameworks, processes, tools, and institutions

used to design, implement, evaluate, and oversee public policies. These systems ensure that public policies are developed systematically, executed efficiently, and monitored for effectiveness and impact. Public policy management encompasses a range of activities from policy formulation to evaluation and adjustment, involving various stakeholders, including government agencies, non-governmental organizations, and the public.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will provide a discussion of the various theories underlying the study. It will further show studies that have been done and are relevant to this study, conceptual framework and a summary of the literature review.

2.2 Empirical Literature

This section presents a review of relevant empirical studies that have explored key variables and phenomena related to the research topic. It examines findings from previous research and highlights the methodologies used to investigate similar issues, providing a foundation for understanding the current study's approach.

2.2.1 Integrated Service Systems and the Performance of Huduma Centers

Vargo and Lusch (2019) work on Service-Dominant (S-D) Logic is foundational in understanding Integrated Service Systems. S-D Logic posits that service, rather than goods, is the basis of economic exchange, emphasizing value co-creation through provider-customer interactions. They utilized a conceptual approach, synthesizing existing literature to refine the principles of S-D Logic and outline future research directions. Vargo and Lusch argue that digital technologies are essential for facilitating value co-creation within service systems. These technologies enable dynamic, real-time interactions and adaptations, allowing services to be more personalized and responsive to customer needs. This integration enhances customer satisfaction and loyalty by aligning services more closely with customer expectations and preferences.

Maglio and Spohrer (2020) build on systems theory, particularly focusing on smart service systems. They emphasize the role of advanced technologies such as IoT, AI, and big data in transforming service delivery. They employed a qualitative case study approach, examining multiple smart service systems across different industries to identify patterns and best practices. Their study reveals that successful smart service systems require a robust data infrastructure and interoperability between various technological components. Such systems enhance operational efficiency and enable more personalized and adaptive services. The integration of technology in service systems not only improves service quality but also operationalizes real-time data analytics for better decision-making.

Edvardsson, Tronvoll, and Gruber (2020), drew on service design theory, which emphasizes designing services based on a deep understanding of customer journeys and experiences. Their study uses mixed methods, combining qualitative interviews with service designers and quantitative surveys of customers to gather comprehensive insights. They found that continuous user involvement and iterative testing of service prototypes significantly enhance the usability and effectiveness of service systems. Their proposed framework for integrating user feedback throughout the service design process leads to more innovative and customer-friendly services. This approach ensures that services are tailored to meet actual customer needs and preferences, improving satisfaction and loyalty.

Fisk et al. (2021) advocate for service design thinking, which is a human-centered approach that integrates user needs, technological possibilities, and business requirements. They utilized action research, which involves iterative cycles of planning, acting, observing, and reflecting within real-world service design projects. Their research shows that involving customers in co-creation activities, such as workshops and prototyping sessions, helps uncover latent needs and preferences that might not be identified through traditional methods. This participatory approach leads to the development of services that are more effective and resonate more deeply with users, enhancing overall user experience and engagement.

Brax et al. (2022) work is grounded in organizational theory and strategic management, focusing on the challenges and strategies for integrating various service components into cohesive systems. They employed a multi-case study approach, analyzing several organizations that have implemented integrated service systems to identify common challenges and success factors. The study identifies key operational challenges, such as overcoming organizational silos, ensuring technology compatibility, and managing cultural resistance to change. They propose strategies for addressing these challenges, including fostering cross-functional collaboration, investing in employee training, and adopting flexible management practices. Their findings emphasize that successful integration requires not only technological alignment but also a reevaluation of organizational structures and processes to support continuous innovation and adaptation.

2.2.2 One Stop Shop Model and the Performance of Huduma Centers

In many settings, the capacity of clients to obtain all they need from a single location has been compared to service delivery. Majeed (2014) conducted research in Brazil to investigate the benefits of providing citizens with government services through a single point of contact. He conducted a descriptive research with a sample of 237 residents who used the one-stop shop for public services

According to the survey, the availability of various government services to the public brought a lot of people to the stores. Because they could now get several services under one roof, this raised consumer satisfaction levels. This is also consistent with the findings of Scholta, Mertens, and Reeve (2017), who observed that a single point of contact for government services under an integrated approach led to a high adoption of such services.

Waruhia (2018) conducted a study on Huduma centers as a one-stop shop with the goal of examining the impact of providing government services under a one-stop paradigm on the caliber of service delivery. The study chose all eight of Nairobi County's Huduma Centers and employed a descriptive research approach. Because the services were provided within a one-stop shop, the study's sample of customers stated that they were able to obtain government services that they were unaware even existed. The government's greater use of its services and observance of its regulations have enhanced the services' accessibility. The study found that providing government services through a one-stop shop has a favorable impact on the delivery of such services. Consistent with these results,

Gashi and Krasniqi (2019) discovered a statistically significant correlation between providing services through a single point of contact and the caliber of service provided by the public sector.

A research was conducted by Abdalla, Kiragu, Ono, Waswa, and Kariuki (2017) to investigate the impact of one-stop Huduma Centers on the provision of services by various government entities. 30 respondents from Mombasa Huduma Center were selected at random from among those utilizing the one-stop shop to provide services for the research. Structured questionnaires were used in the data collection process for the study. According to the study, providing government services in a single location enhanced their accessibility, dependability, and openness. Regarding this, the respondents said that because the services were provided in a one-stop shop, they were able to obtain the services they need and further sought out additional services they had not initially intended to buy. The researchers came to the conclusion that there was a substantial correlation between the quality of service provided in Huduma centers and the availability of services in a one-stop shop.

Nyaboke (2018) conducted research to investigate how Huduma centers affect the provision of services to Kenyan residents. Determining the impact of the one-stop concept on the provision of services to Kenyan residents was one of the goals the study was supposed to accomplish. Both qualitative and quantitative research methodologies were employed in this study, which used a descriptive survey research design. Using simple random sampling from Nakuru Huduma Center, the study's sample size of 286 was obtained. The study found that

Huduma Center served as a one-stop shop for all government services through the use of structured questionnaires. Regarding this, the study found that if all government services were available through a single channel, it would take less time to obtain different government services. According to the study's findings, the Huduma Center's one-stop shop approach to delivering government services significantly increased consumer satisfaction.

Andrews, Boyne, and Walker (2019) investigate how management affects organizational performance, focusing on both administrative and survey measures. Their study aims to understand the extent to which management practices can influence various performance indicators within public organizations. The study examines different management practices, including strategic planning, performance management, and human resource management. Performance is measured using both administrative data (objective measures like financial performance and service outputs) and survey data (subjective measures such as employee and customer satisfaction). The study used a mixed-method approach, collecting data from multiple public sector organizations. The authors distinguished between objective (administrative) and subjective (survey) measures, allowing for a comprehensive analysis of performance outcomes. The study finds that management practices have a significant positive impact on administrative measures of performance. Effective strategic planning and performance management systems lead to better financial outcomes and service delivery. Management practices also positively affect survey measures of performance, improving employee morale and customer satisfaction. The

alignment of organizational goals with employee roles and customer expectations is crucial. The study highlights differences between administrative and survey measures, noting that while both are influenced by management practices, the magnitude and nature of the impact can vary. For example, financial management might show more immediate effects on administrative data, while changes in employee satisfaction might take longer to manifest in survey data. The effectiveness of management practices is also influenced by contextual factors such as organizational size, sector, and external environment. Larger organizations might see different impacts compared to smaller ones due to resource availability and complexity. Andrews, Boyne, and Walker (2019) provide valuable insights into the relationship between management practices and organizational performance in the public sector. Their research underscores the importance of effective management in achieving both administrative and survey-based performance goals, highlighting the need for a comprehensive and context-sensitive approach to public management.

Siddiquee and Mohamed (2020) analyzed the implementation and impact of OSS centers in Malaysia, highlighting improvements in service delivery and customer satisfaction due to centralized service points. The study uses a qualitative research design, incorporating case studies, interviews, and document analysis to gather comprehensive data on the functioning and impact of OSSCs in Malaysia. Data were collected through semi-structured interviews with key stakeholders, including government officials, service users, and IT personnel involved in the e-government initiatives. Additionally, relevant government reports, policy

documents, and official statistics were analyzed. OSSCs in Malaysia have integrated multiple government services into single physical locations and digital platforms, making it easier for citizens to access a wide range of services. The centers leverage various e-government technologies, including online portals and automated systems, to streamline service delivery and reduce bureaucratic delays. Siddiquee and Mohamed (2020) provide a comprehensive analysis of the OSSC model in Malaysia, demonstrating its potential to enhance public service delivery through technological innovation and service integration. However, the study also highlights the challenges that need to be addressed to fully realize the benefits of OSSCs.

Mukhopadhyay and Goswami (2021) discussed the digital OSS model in India, examining the challenges and benefits of integrating various public services into a single digital platform. The study employed a qualitative research design, including case studies of specific digital OSS initiatives, interviews with key stakeholders, and analysis of policy documents and reports. Data were gathered through semi-structured interviews with government officials, service users, and IT experts involved in the digital OSS projects. The researchers also reviewed relevant government publications, policy briefs, and statistical data. Digital OSS in India integrate various public services (e.g., issuing certificates, licenses, and permits) into a single online platform, facilitating easier access for citizens. These platforms utilize advanced digital technologies, including cloud computing, data analytics, and mobile applications, to streamline processes and enhance service delivery. Mukhopadhyay and Goswami (2021) provide a comprehensive analysis

of the digital OSS model in India, demonstrating its potential to transform public service delivery through technology and service integration. However, they also emphasize the need to address significant challenges related to infrastructure, digital literacy, and data security to fully realize the benefits of digital OSS.

Janssen and Estevez (2022) explored the concept of lean government and how the OSS model can be applied to create efficient, platform-based governance structures that streamline public service delivery. The study employs a conceptual research approach, drawing on existing literature and theoretical frameworks related to lean government, platform-based governance, and OSS models. The authors incorporate case studies and examples from various countries to illustrate how OSS has been implemented and the outcomes of these initiatives. OSS models, when combined with lean principles, help reduce redundancy and waste in public service delivery. By centralizing services, governments can optimize resource use and improve efficiency. Lean principles drive continuous improvement in processes, making OSS models more effective in delivering timely and high-quality services to citizens. Digital platforms enable the integration of various services and ensure interoperability among different government systems. This integration is crucial for the seamless functioning of OSS. Platform-based governance emphasizes a user-centric approach, making it easier for citizens to access multiple services through a single interface, thus enhancing user experience and satisfaction. The consolidation of services into a single platform reduces the complexity and time required for citizens to access government services. Digital OSS models improve

transparency by providing clear and accessible information about services, processes, and timelines. By streamlining processes and reducing redundancy, OSS models can lead to significant cost savings for government agencies. Janssen and Estevez (2022) provide a thorough analysis of the potential for OSS models to transform public service delivery through the application of lean government principles and platform-based governance. Their study highlights both the benefits and challenges of this approach, offering valuable insights for policymakers and practitioners seeking to improve public service efficiency and user satisfaction.

2.2.3 Staffing Training and the Performance of Huduma Centers Projects

Stone and Deadrick (2019) emphasize the importance of continuous learning and workforce development in the dynamic business environment. They conducted a meta-analysis of existing literature on workforce development and training programs across various industries. Their research highlights that continuous learning opportunities and development programs are crucial for maintaining employee competency and engagement. They suggest that organizations should adopt a lifelong learning approach, encouraging employees to continuously upgrade their skills to keep pace with technological and industry changes.

Salas et al. (2020) examined the transition to digital learning and e-training programs in modern workplaces using a mixed-methods approach. Their study found that digital platforms improve accessibility and flexibility, enabling employees to engage in training at their convenience. However, challenges such

as maintaining engagement and ensuring a strong IT infrastructure were identified. The research emphasizes that effective digital training should incorporate interactive elements and adequate support to optimize learning outcomes. By addressing these challenges, organizations can enhance the effectiveness of e-training and improve employee skill development in a digital work environment.

Aguinis and Kraiger (2020) examined how training programs influence employee performance and organizational productivity. Using longitudinal studies, they tracked performance metrics before and after training, revealing a strong positive correlation. Their research underscores that training enhances both technical and soft skills, such as communication and teamwork. Well-structured training programs contribute to higher productivity, job satisfaction, and employee retention. The study highlights the strategic importance of continuous learning and development in achieving long-term organizational success. Companies that invest in training gain a more skilled workforce, improving overall performance, innovation, and competitiveness in the industry.

Noe et al. (2022) examined the role of emerging technologies, particularly virtual reality (VR), in enhancing employee training programs. Through experimental studies, they compared traditional training methods with VR-enhanced programs, finding that VR provides immersive, interactive learning experiences that improve information retention and practical skill acquisition. Their research highlights VR's effectiveness in training for complex, hands-on tasks where

conventional methods may be less impactful. Additionally, VR training fosters engagement by allowing employees to practice real-world scenarios in a controlled environment, reducing errors and increasing confidence. The study advocates for integrating VR and other advanced technologies into corporate training programs to enhance learning outcomes. They emphasize that organizations investing in VR-based training can benefit from a more skilled workforce, improved performance, and higher employee satisfaction. As technology continues to evolve, adopting VR and similar tools can significantly enhance training effectiveness and long-term organizational success.

Aguinis and Kraiger (2020) explored the impact of training programs on employee performance and organizational productivity. Through longitudinal studies, they measured performance metrics before and after training, finding a strong positive correlation. Their research highlights that training improves both technical and soft skills, including communication and teamwork. Well-designed training programs enhance productivity, job satisfaction, and retention rates. The findings emphasize the importance of investing in employee development to achieve long-term organizational success. Companies that prioritize training benefit from a more skilled workforce, ultimately leading to improved overall performance and competitiveness in the industry.

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a strong positive correlation between training initiatives and improved employee outcomes. Their research highlights that training enhances both technical and soft skills, such as communication and teamwork, which are essential for workplace efficiency. Well-designed training programs contribute to increased productivity, job satisfaction, and employee retention. The study underscores the importance of continuous investment in employee development to foster long-term organizational success. Companies that prioritize training benefit from a more competent and engaged workforce, ultimately leading to enhanced overall performance and industry competitiveness. By equipping employees with relevant skills, organizations can adapt to evolving business demands and maintain a competitive edge in an increasingly dynamic market.

2.2.4 Organizational Communication and the Performance of Huduma Centers

Gantsho and Sukdeo (2018) examined how communication affects service delivery quality in South Africa, emphasizing the role of staff comprehension of the service charter and customer expectations. Their findings indicate that unclear expectations negatively impact service delivery. Additionally, they found a strong relationship between corporate culture and service quality, prompting businesses to enhance employee awareness of this connection. However, the study did not explore the government's role in improving service delivery. This gap presents an opportunity for further research to examine how government initiatives influence service quality. The current study aims to address this limitation by investigating the extent to which government policies and

interventions contribute to effective service delivery. By bridging this gap, the research seeks to provide a more comprehensive understanding of the factors influencing service quality and the interplay between organizational communication and public sector efforts.

The impact of communication on providing high-quality healthcare was investigated by Laititi (2022) at mission hospitals located in Meru County, Kenya. The study has a descriptive design. Respondents who were considered important partners in the clinics included presidents, human resources, advertising, and other staff members as inner partners, while patients, providers, and neighbors were considered outside partners. The results of the analysis showed that the way services were provided in mission clinics was significantly improved via communication. Mission hospitals stressed the significance of effective communication and customer service at all staff levels in order to ensure the long-term survival of high-quality service delivery. The clinic in Meru Province, whose operating methodology differs from Huduma's, was the subject of the review, which is still in progress.

Men, Linjuan Rita, and Yue Zheng (2019) examined the role of internal communication climate in fostering employee engagement through a survey-based study across various industries. Using structural equation modeling, they found that a positive internal communication climate—marked by openness, trust, and support—significantly enhances employee engagement. Effective communication strategies, including regular updates, transparent channels, and active feedback mechanisms, contribute to a more motivated and committed

workforce. Their findings highlight that organizations fostering strong internal communication practices can improve employee morale, job satisfaction, and overall performance. Enhanced engagement leads to higher productivity, lower turnover, and a more cohesive work environment. By prioritizing clear and open communication, businesses can create a culture of trust and collaboration, ultimately driving long-term success. The study emphasizes the need for organizations to continuously improve communication strategies to maintain a highly engaged and high-performing workforce.

Ford, Shonette, and Myria Watkins Allen (2020) examined the impact of digital communication tools on remote work effectiveness. Their study employed a mixed-methods approach, combining qualitative interviews with remote workers and quantitative surveys to measure the effectiveness of various digital communication tools. The research indicates that digital communication tools such as video conferencing, instant messaging, and collaborative platforms enhance remote work by facilitating real-time communication and collaboration. However, they also highlight challenges such as digital fatigue and the need for clear communication protocols to prevent misunderstandings and ensure efficient workflow management.

Coombs and Timothy (2021) worked on crisis communication focuses on strategies for maintaining organizational resilience during crises. He used case studies of organizations that faced significant crises to analyze their communication strategies and outcomes. The researcher found that organizations

with proactive crisis communication plans are better able to manage stakeholder perceptions and maintain resilience. Key strategies include timely, accurate, and empathetic communication, as well as maintaining open channels for stakeholder feedback. Effective crisis communication helps preserve organizational reputation and facilitates quicker recovery post-crisis.

Mazzei, Alessandra, and Fabio Ravazzani (2022) examined how communication strategies can promote diversity and inclusion within organizations. They conducted qualitative research through interviews and focus groups with diversity officers and employees from diverse backgrounds. Their research highlights that tailored communication strategies that recognize and address the diverse needs of employees are crucial for fostering an inclusive environment. Transparent and inclusive communication practices, such as open forums, diversity training, and inclusive messaging, help in promoting a culture of inclusion and equity within organizations.

Leonardi and Neeley (2023) investigated how emerging communication technologies impact organizational efficiency through ethnographic studies and surveys. Their findings suggest that AI-driven tools and collaborative platforms improve efficiency by automating tasks and streamlining communication. These advancements facilitate seamless collaboration, reducing delays and enhancing productivity. However, the researchers caution against excessive reliance on technology, highlighting the importance of maintaining face-to-face interactions to preserve interpersonal relationships and organizational culture. They

emphasize that while digital tools enhance efficiency, a strategic balance between technological and human communication is essential for sustaining a healthy organizational environment.

2.3 Theoretical Review

A number of theories have been formulated to explain, predict, and understand concepts in the area of knowledge management as a strategic resource. The study is however based on Human Capital theory and Resource allocation theory.

2.3.1 Human Capital Theory

The originator of the phrase "human capital" (HC) was Schultz (1961). HC focuses on the skills and talents of the personnel employed by a company. HC is described as "staff, their productivity, and their potential in the organization" by Howard, Richard, and Fermin (2013). Potential in employees is crucial since it indicates that they have the capacity to grow in knowledge and expertise over time. Human capital refers to the whole sum of talents that members of the labor force possess, and it is immediately beneficial in the production process since it helps staff deal with the always changing environment. These skills in turn boost an organization's productivity. Employee productivity increases with skill level (Goldin, 2016). Human capital theory was proposed by Schultz (1961) and subsequently validated by Becker (1962).

The human capital idea states that education gives workers useful knowledge and skills that boost their productivity and pay. A contrast between specific and generic human resources is made by Becker (1964). The term "firm-specific or context-specific" talents refers to the expertise in education and training that is

distinctive to a given business. On the other hand, universally applicable fundamental "general skills" are a kind of human capital knowledge that can be acquired by instruction and training (e.g., reading and writing). Education is a capital exercise, and its product is an investment in personnel. Training is referred to as human capital as it gets engrained in the recipient. According to Becker (1964), "physical means of development" are analogous to human capital. Among them are computers and factories. One approach to invest in human resources is through training; outputs are impacted by both training and the rate of return on human resources. Therefore, human capital may be thought of as a type of productivity where more production is achieved through increased investment. The idea of human capital holds that formal education is a very beneficial and acceptable way to raise the productive potential of a people. Human capital theories state that a well-educated population is one that is affluent. The human capital idea is centered on how employee performance and productivity are increased via training. This is achieved by raising the economically feasible intellectual stock of human aptitude, which is the outcome of both labor inputs and innate ability.

One long-term investment in human capital is formal training. Additionally, it is seen to be just as valuable as physical capital, if not more so (Woodhall, 2001). Although the theory of human capital suggests that investing in human capital might increase economic outputs, its applicability is sometimes ambiguous and difficult to verify. Land, industries, and machinery were the main tangible assets that determined economic success in the past. Although labor was necessary,

capital equipment purchases raised the company's worth. In many ways, the development of human capital theory was an inevitable consequence of a century of political economic thought. The primary component was the detailed productivity-income assumption. Physical and human capital both appear to be somewhat important for raising economic output. Thus, while the market determines the investment in physical capital in market economies, the evidence from HC investment reveals that national factors that determine a country's investment in education have a significant impact on the growth of physical capital and production (Breton, 2014). The idea that production produces income has been a cornerstone of economics and politics for more than a century. Neoclassical theory (2005) formalized it, after Wicksteed (1894) and Clark (1895). Both authors suggested that a "natural law" controlled how wealth was distributed. In a market economy, every factor of production will produce its marginal product. This was the steady growth in productivity that resulted from more labor and capital input. Because a capitalist earned an additional unit of "capital" rather than merely an additional unit of labor productivity, this meant that if a capitalist made more than a worker (Fix, 2018).

Investing in human resources is the primary goal of strategic human resource management. Efficiency inside the company results from this. This performance is attained via the application of procedures and systems whose primary goal is to manage and grow an organization's human capital in the form of workers or resources that assist a business in generating revenue (Becker & Huselid, 2010; Ployhart, 2015). The strategic human resource framework delineates the

appropriate implementation of several human resource strategies within the Kenyan public sector. It includes, among other things, hiring, work environment, training, and developing a positive company culture. The main goal of the public service strategy framework is to enhance human resource capabilities and satisfy the present and future needs of public sector organizations for effective and efficient service delivery (MPSYGA, 2017). A human capital strategy is necessary if national and regional authorities wish to promote economic growth. This strategy ought to be appropriate and customized for the local situation (Diebolt & Hippe 2019). Hollenbeck and Jamieson (2015) assert that finding, selecting, and keeping employees is a crucial job for the human resource management team in every business. In this instance, the value of human capital in providing public services cannot be overstated. The provision of accurate and dependable public services can only be made possible by and for people. The success of a nation's economy is determined by its physical and human resources. Even while economics study has traditionally focused on material capital, social and behavioral science research is beginning to highlight elements that affect how human talents, aptitude, and experience grow. In general, the investments people make in themselves to increase their economic competitiveness are referred to as human capital. Theoretically, learning and growth strategies are implemented well mostly because of HC theory (Almendarez, 2011). According to Peers (2015), staff knowledge and skills play a significant role on an organization's effectiveness. Human capital plays a critical role in organizational change and adaptation for the delivery of public services, according to Rigby et

al. (2016). The rationale behind this is that a strategically aligned workforce is a powerful tool for addressing the swift changes in the economy and the evolving needs of the general public.

2.3.2 Resource Allocation Theory

The resource allocation theory was first put forward by Hackman (1985). The theory argues that a unit's centrality in an organization's workflow is relevant than, unit's centrality to the organization's mission. Therefore, in allocation of resources, mission over work flow is preferred. Every function inside an organization receives resources based on how important it is to the people in charge. Because resources are seen as finite, an organization's decision-making process determines which function will receive funding. The majority of the time, middle level management assists project managers in making decisions on how to allocate resources inside projects (Bower, 2017). In keeping with Penrose's theory—which holds that an organization's ability to develop depends on its ability to strike a balance between creating new resources and utilizing its current ones—Wernerfelt (1984) endorsed the notion of seeing an organization as a pool of resources. By using these resource bundles, the company may become more diverse and competitive.

Teece (1982), looked at on Penrose's findings which suggest that employees of an organization are not all specialized and they can be redeployed in line with the organization's diversification to new services. Teece (1982), elaborated Penrose's view that an organization can have excess resources which can be used for diversification purposes when these resources remain immobile. Penrose's

perceptions on organizational growth and introduction of productive prospects through dynamic learning process still exists 61 years on. Ravichandran, Chalermasak, and Lertwongsatien, (2005), dig deep on the RBV theory and examined how the performance of organizational resources can be affected by information systems (IS). The RBV advocates say that it is much appreciated to take advantage of outside prospects by using organizational resources in a different way than it is to hire new resources for each new business opportunity that arises. Since competitors may easily get comparable assets, the RBV model permits organizations to acquire resources from the market for their future competitive advantage. This research use the RBV model to evaluate the internal abilities of Huduma Center and determine how best to disperse them based on the sector's performance and the use of information systems (IS).

2.4 Conceptual Framework

According to Ordho (2008), a conceptual framework is a presenting model in which a researcher conceptualizes or depicts the links between the study's variables and illustrates those relationships diagrammatically or visually. According to Orodho, a conceptual framework in this sense is a theoretical model that denotes the ideas or variables being studied and illustrates how they relate to one another. A variable, according to Kothari (2009), is an idea that may have a variety of quantitative values, such as height, weight, or wealth.

Conversely, Mugenda (2008) characterizes a variable as a quantifiable attribute that takes on distinct values within units of a particular population. The independent and dependent variables that are important to this investigation are

divided into two categories. According to Mugenda (2008), the dependent variable, also known as the criterion variable, is a variable that is affected or modified by another variable, whereas the independent variables are termed predictor variables because they predict the amount of variation that happens in another variable.

The dependent variable is the variable that the researcher wishes to explain. Therefore, this study sought to investigate on how integrated service systems, One stop shop model, staff training and organizational communication influence on the performance of of Huduma Centers in Nairobi County, Kenya. The variables in the conceptual framework is derived from the theories identified and literature from different scholars in this study.

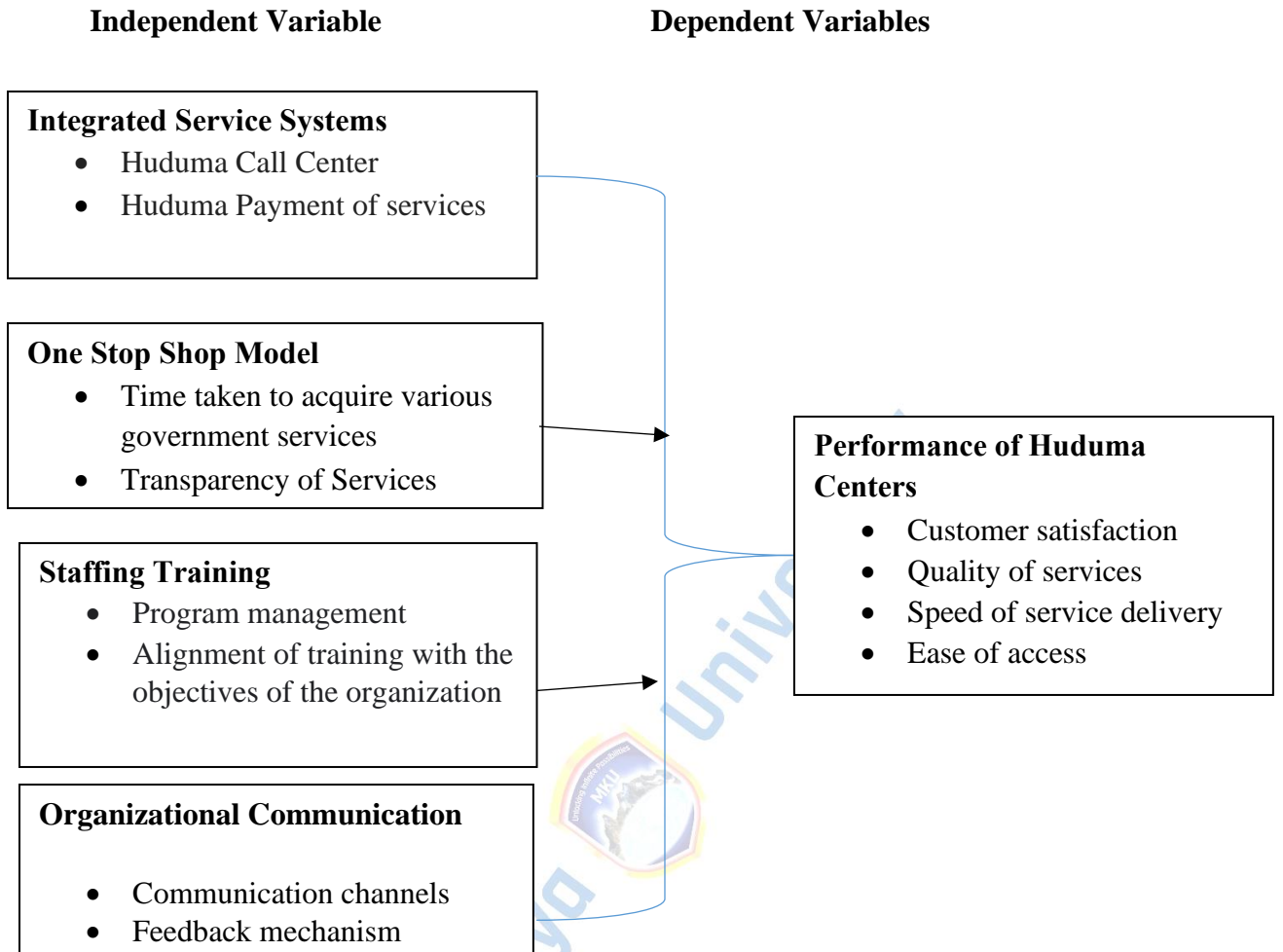


Figure 2 1 Conceptual Framework

Source: Researcher, 2024

2.5 Recap of literature review

Maglio and Spohrer (2020) build on systems theory, particularly focusing on smart service systems. They emphasize the role of advanced technologies such as IoT, AI, and big data in transforming service delivery. They employed a qualitative case study approach, examining multiple smart service systems across different industries to identify patterns and best practices. Their study reveals that successful smart service systems require a robust data infrastructure and

interoperability between various technological components. Such systems enhance operational efficiency and enable more personalized and adaptive services. The integration of technology in service systems not only improves service quality but also operationalizes real-time data analytics for better decision-making.

Heeks and Stanforth (2019) examined the OSS model's role in technological change within developing countries, using actor-network theory to understand the processes and impacts of integrated service delivery systems. Actor-Network Theory (ANT) is used as the main analytical framework. It focuses on the relationships and interactions between human and non-human actors (e.g., technologies, institutions) and how these interactions shape technological change. The study includes detailed case studies from developing countries to illustrate the application of ANT in understanding technological change. Technological change involves a complex network of interconnected actors, including government agencies, private sector companies, non-governmental organizations (NGOs), community groups, and the technologies themselves. The interactions between these actors are dynamic and evolving, with each actor influencing and being influenced by others. This creates a continuously shifting landscape for technological adoption and implementation.

Heeks and Stanforth (2019) provide a comprehensive analysis of technological change in developing countries through the lens of actor-network theory. Their study uncovers the complex and dynamic interactions between various human

and non-human actors, offering valuable insights into the processes that shape technology adoption and implementation.

Jehanzeb and Bashir (2021) examined the link between training programs and employee retention through a survey-based study across multiple sectors. Their findings suggest that employees who view training opportunities as beneficial and aligned with their career goals are more likely to stay with their organizations. The study highlights that well-structured training programs not only enhance employee skills but also foster loyalty and job satisfaction. The researchers recommend that companies design training initiatives tailored to employees' career aspirations, ultimately improving retention rates and reducing turnover. Organizations that invest in employee development create a more committed and engaged workforce.

Morris and Robie (2021) investigated the role of cross-cultural training in integrating a global workforce. Using case studies of multinational corporations, they examined the effectiveness of such programs in enhancing communication and collaboration among employees from diverse backgrounds. Their findings suggest that well-structured cross-cultural training reduces misunderstandings, fosters inclusivity, and improves overall team performance. The study emphasizes the importance of culturally tailored training materials and methods to ensure relevance and effectiveness. Organizations that invest in cross-cultural training create more cohesive and adaptable teams, ultimately enhancing productivity and fostering a more inclusive work environment.

Ruck and Welch (2020) explored the role of internal communication in shaping and reflecting organizational culture. Using case studies and content analysis of internal communication materials, they found that clear and consistent messaging aligns employees with organizational values and goals. Their research highlights that effective internal communication fosters a positive workplace culture, enhances collaboration, and supports organizational change. Organizations that prioritize well-structured internal communication strategies can strengthen employee engagement, improve morale, and drive alignment with corporate objectives, ultimately leading to a more cohesive and productive work environment.

Cowan (2021) examined how leadership communication influences organizational trust using a longitudinal survey design. The study found that transparent, consistent, and empathetic communication from leaders significantly strengthens trust within organizations. Leaders who clearly articulate vision, goals, and changes create a trusting environment, enhancing employee morale and cohesion. Regular and honest communication helps reduce uncertainties, build confidence, and promote a culture of openness. The research highlights that strong leadership communication is essential for fostering organizational stability and engagement, ultimately contributing to higher employee satisfaction and long-term organizational success.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The structure that is helpful in conducting the study is discussed in this section. It discusses the study's design, the aimed population, sampling dimensions and methods, instruments that were used to collect the data. Again, it states the techniques to be adopted in organizing, analyzing and interpreting data and concerns of ethics in the society.

3.2 Research Methodology

A study design, according to Creswell and Poth (2016), is an explanation of the procedure used to gather, assess, and present data in order to provide information in answer to research objectives. The term "research methodology" refers to the particular steps or processes that are used to find, choose, process, and assess relevant material. In the methodology section of a research report, the reader is given the chance to assess the general validity and reliability of an inquiry (Kothari, 2008).

3.3 Research Design

In this study, a descriptive survey design employed. For this project, both qualitative and quantitative methodologies employed to gather firsthand data. The researcher was guided in important areas of interest about individuals and organizations by the descriptive research. This highlights the characteristics of the responders. Sekaran (2011). The approach directs the determination of the variables to be investigated for more research and aids in data analysis and

presentation in a variety of ways as a result of data collection (Mugenda & Mugenda, 2013).

3.4 Target Population

The targeted population for this study was the staff working in various service units within the Huduma Centers in Nairobi County, as detailed in Table 3.1. The total number of staff members working in these centers across various service units is 307, forming the target population for this study.

Table 3. 1 Target Population

Huduma centre	No of staffs
Huduma Genter GPO Nairobi	70
Huduma center city square	60
Huduma center makadara	65
Huduma center eastleigh	54
Huduma center kibera	58
Total	307

Source: Huduma Center Nairobi Registry

3.5 Sampling Procedures and Techniques

This study used stratified random sampling to select 174 staff members working in various service units as participants from the accessible targeted population. Proportional stratification sampling was applied to ensure each service unit from the 5 Huduma Centres is adequately represented, as indicated in Table 3.2. The sample size for each subgroup was calculated using the formula: where the sample size for subgroup = (Subgroup Count / Total Population) x Total Sample Size. After applying proportional stratification sampling to the study population,

a random sampling technique will be used to select the specific staff members working in the various service units

3.6 Sample Population

The sample size for this study was calculated using the Yamane's Taro (1967) formula (Adam, 2020). The formula is as under;

$$n = N/(1+N(e)^2).$$

where;

n = The study's sample size

N = The total target population size

E = The level of precision required or the acceptable margin of error

1 = A constant.

Subsequently, the study's sample size was calculated by substituting the variables of target population () and acceptable margin of error of 5% or 0.05 in the Yamane Taro's formula: $n = N/(1+N(e)^2)$, as follows:

$$n = 307 / (1 + 307 * (0.05^2))$$

$$n = 307 / (1 + 307 * 0.0025)$$

$$n = 307 / (1 + 0.7675)$$

$$n = 307 / 1.7675$$

Sample size \approx 174

Table 3. 2 Sample size

Huduma centre	No of staffs woring from 11 service units	Proportional to Sample Size	Rounded Sample Size
Huduma Genter GPO Nairobi	70	$70 / 307 \times 174$ =	40
Huduma center city square	65	$65 / 307 \times 174$ =	37
Huduma center makadara	60	$60 / 307 \times 174$ =	34
Huduma center eastleigh	54	$54 / 307 \times 174$ =	31
Huduma center kibera	58	$58 / 307 \times 174$ =	32
Total	307	-----	174

This study will utilize standard questionnaires designed for quantitative data collection.

Source: Huduma Genter Nairobi Registry

3.7 Construction of Research Instruments

Questionnaires consisted solely of closed-ended questions to gather precise and measurable information from the participants. Likert scale was used to allow respondents rank according to their level of agreement. Both qualitative and quantitative data will be gathered using standardized questionnaires. These are Huduma Centers personnel who was self-administer the questionnaire. Both closed-ended and open-ended questions was included in the questionnaires to encourage the informants to share as much information as possible.

3.8 Pilot Test

To ensure that study findings are accurate, reliable, and generalizable, it is crucial to test their validity and reliability. Reliability is the measure's consistency and stability over time, while validity is the degree to which a test or instrument

measures what it is intended to measure. Before collecting all of the data, researchers must carefully weigh both in order to prevent biases or mistakes that could compromise the study's integrity.

Cooper and Schindler (2011) state that the goal of a pilot test is to find defects in the equipment and design and to provide stand-ins for the data required to choose a probability sample. The same techniques used for the study or data collection will also be used for the pre-testing of the questionnaire. Pre-test participation should range from 1% to 10% of the target group (Mugenda & Mugenda, 2003). Thus, in order to evaluate the validity and reliability of the measurement tools, the researcher was carry out a pilot study including ten healthcare institutions in Nairobi County. Cronbach alpha will also be used to assess the study tool, and a score of 0.7 will be considered suitable. While the respondents filled out the questionnaires for the pilot study, the researcher individually spoke with them. The data collecting tool's content validity was assessed by a number of respondents in order to establish its validity. The pre-test sample size has to include 10% of the target population. The surveys were completed under the researcher's supervision.

The found ambiguity was verified and resolved. A successful pilot study uses 1%–10% of the sample size with the same features as the main study, according to Mugenda & Mugenda (2013).

3.8.1 Validity

In the pilot study for assessing the performance of Huduma Centers in Nairobi County, validity and reliability of the data collection tool are key considerations.

Validity refers to the extent to which the questionnaire accurately measures what it is intended to measure. In this study, content validity was evaluated by administering questionnaires to 11 staff members from different service units in Embu Huduma Centre. Their feedback helped assess whether the questions effectively capture the aspects of Huduma Centers' performance being studied. Adjustments were based on their responses to ensure clarity and relevance of the questionnaire items, thereby enhancing the content validity.

3.8.2 Reliability

Reliability, on the other hand, concerns the consistency and stability of the questionnaire's measurement over time and across different conditions. To test reliability, Cronbach's alpha coefficient was calculated from the pilot study data. A Cronbach's alpha score of 0.7 or higher is typically considered acceptable, indicating that the questionnaire items are internally consistent in measuring the same construct. This reliability assessment ensures that the questionnaire reliably measures the performance metrics of Huduma Centers in Nairobi County, providing confidence in the data collected for the main study.

3.9 Data Collection Methods and Procedures

Respondents completed the research questionnaires using a drop-off and pick-up method facilitated by the researcher. Each interaction involved the researcher personally engaging with respondents, introducing herself and presenting an authorization letter issued by the university. The researcher provided a brief overview of the study's scope and objectives before handing over the questionnaires to respondents for completion. After a two-week period, the

researcher retrieved the completed questionnaires. Confidentiality of the information provided by respondents was strictly maintained throughout the entire process.

3.10 Data Analysis and Presentation

The quantitative data extracted from the returned questionnaires, organized into a grid format of rows and columns, entered, and analyzed using the Statistical Package for Social Sciences (SPSS) software version 27. Descriptive statistics used frequencies, percentages, mean and standard deviation. Inferential statistics included Pearson Correlation and multiple regression analysis.

3.11 Proposed data analysis techniques and procedures

These methods used to compress and illustrate the replies in order to enable more thorough analysis and comparison. Effective summarization and analysis of the data resulted in quantitative reports using tabular representations, proportions, and a primary trend indicator such as the mean and standard deviation.

The Pearson Correlation coefficient used to ascertain relationship between variables. The multiple linear regression models.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y = Dependent variable; Performance of health care projects

β_0 = a constant indicating performance level in absence of any independent variables.

Then:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

$\beta_1, \beta_2, \beta_3$ and β_4 are the regression coefficients.

X_1 = Integrated Service System

X_2 = One Stop Shop Model

X_3 = Staffing Training

X_4 = Organizational Communication

ε = Error term of the regression

3.12 Ethical Consideration

The researcher adhered to rigorous ethical standards throughout the study. This included obtaining necessary approvals such as a letter from Mount Kenya University and clearance from NACOSTI (National Commission for Science, Technology, and Innovation). Integrity was maintained by avoiding any misrepresentation of information, upholding human rights, and ensuring confidentiality of respondents' data. Collaboration with all stakeholders encountered during the research process was prioritized to foster transparency and mutual cooperation, contributing to the ethical conduct and successful execution of the study on Huduma Centers in Nairobi County.

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents the results of quantitative analysis, their interrelation and discussions of the study's findings to establish the effect of Public Policy Management Systems on the Performance of Huduma Centers in Nairobi County, Kenya.

4.1 Response Rate

The results in Table 4.1 indicate the response rate for the study, highlighting the number and percentage of returned and unreturned questionnaires. Of the 174 distributed questionnaires, 171 were returned, yielding a high response rate of 98.28%. Only three questionnaires, accounting for 1.72%, were not returned. This near-complete response rate enhances the study's reliability and validity by ensuring that the majority of participants contributed their input, thereby minimizing the risk of non-response bias.

Table 4. 1 Response Rate

Response	Frequency	Percentage (%)
Returned	171	98.28
Not returned	3	1.72
Total	174	100.00

4.2 Socio-Demographic Characteristic's

The results show that the participant's gender was fairly balanced with a majority of the respondents are male 52.3%, while females account for 47.7%. The age distribution mirrors the length of service, with the highest percentage (42.53%)

falling between 40-49 years, and a similar spread across the younger and older age brackets. Regarding length of service, the largest group (42.53%) has served for 30-39 years, followed by 30.46% with 21-29 years of service, while both below 20 years and above 40 years represent 16.67% and 10.34 % respectively. In terms of designation, respondents are fairly evenly distributed, with the largest proportion in Huduma Center GPO Nairobi (22.99%), followed closely by Huduma center city square (21.26%), and an (19.54%), (17.82%) and (18.39%) in Huduma center makadara, Huduma center eastleigh and Huduma center kibera respectively. This diverse representation provides a balanced overview of the workforce across ages, and experience levels.

Table 4. 2:

Table 4. 2 Socio-Demographic Characteristic'

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	91	52.3
	Female	83	47.7
	Total	174	100
Age	20-29	25	14.37
	30-39	35	20.11
	40-49	101	58.05
	50-59	13	7.47
	Total	174	100
Length of Service	Below 20 Years	29	16.67
	21-29 Years	53	30.46
	30-39 Years	74	42.53
	Above 40 Years	18	10.34
	Total	174	100
Huduma Centre	Huduma Centre GPO Nairobi	40	22.99
	Huduma Centre City Square	37	21.26
	Huduma Centre Makadara	34	19.54

	Huduma Centre Eastleigh	31	17.82
	Huduma Centre Kibera	32	18.39
	Total	174	100

4.3 Quantitative Data Analysis

Quantitative data analysis involves systematically examining numerical data to identify patterns, relationships, and trends. In this section, the results from the collected data are analyzed using statistical tools to draw meaningful conclusions about the research questions and hypotheses. This analysis helps in quantifying the impact or effectiveness of various factors related to the study.

4.3.1 Descriptive findings on Integrated Service Systems

The results presented in Table 4.3 reveal that a significant majority of respondents, specifically 60.40% (Mean: 3.95, Standard Deviation: 0.999), strongly agreed that the Huduma Call Center provides timely assistance to queries and concerns. This outcome suggests that the respondents consistently perceive the Huduma Call Center as efficient in addressing customer needs. This demonstrates a high level of customer satisfaction with the service provided at Huduma Centers.

Additionally, a majority of respondents, 52.48% (Mean: 4.26, Standard Deviation: 1.122), strongly agreed that the Huduma Call Center is effective in resolving issues on the first call. This finding indicates that effectiveness in first-call resolution may enhance customers' trust and satisfaction, as they perceive the services to be clear, accessible, and responsive.

Regarding The staff at the Huduma Call Center, 64.36% of respondents (Mean: 3.97, Standard Deviation: 0.928) affirmed they are knowledgeable and helpful. This his suggests a positive perception of the staff's expertise and customer service skills.

In terms of payment process, 63.36% of respondents (Mean: 3.99, Standard Deviation: 0.906) agreed that the payment process at Huduma Centers is quick and efficient. This implies that the incorporation of payment process can facilitate more increased Performance of Huduma Centers hence Customer satisfaction, Quality of services and Speed of service delivery. Lastly, concerning the significance of multiple payment options, an overwhelming majority of respondents, 86.14% (Mean: 4.09, Standard Deviation: 0.400), agreed that there are multiple payment options available at Huduma Centers. This finding accentuates the importance of multiple payment options in achieving positive outcomes in performance of Huduma Centers in Kenya.

Table 4. 3 Descriptive findings on Integrated Service Systems

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Mean	Std. Deviation
The Huduma Call Center provides timely assistance to queries and concerns.	5 (4.95%)	7 (6.93%)	2 (1.98%)	61 (60.40%)	26 (25.74%)	3.95	0.999
The Huduma Call Center is effective in resolving	4 (3.96%)	8 (7.92%)	1 (0.99%)	26 (25.74%)	53 (52.48%)	4.26	1.122

issues on the first call.								
The staff at the Huduma Call Center are knowledgeable and helpful.	3 (2.97%)	9 (8.91%)	0 (0.00%)	65 (64.36%)	24 (23.76%)	3.97	0.928	
The payment process at Huduma Centers is quick and efficient.	2 (1.98%)	10 (9.90%)	0 (0.00%)	64 (63.36%)	25 (24.75%)	3.99	0.906	
There are multiple payment options available at Huduma Centers.	0 (0.00%)	1 (0.99%)	1 (0.99%)	87 (86.14%)	12 (11.88%)	4.09	0.4	

4.3.2 Descriptive findings on One Stop Shop Model

The results presented in Table 4.4 reveal that a majority of respondents, specifically 54.46% (Mean: 4.17, Standard Deviation: 0.86), agreed that The One Stop Shop model has significantly reduced the time taken to access government services. This finding highlights the significance of One Stop Shop Model in enhancing efficiency and reducing costs hence increase of Speed of service delivery.

Furthermore, 60.40% of respondents (Mean: 4.20, Standard Deviation: 0.74) agreed that Services at Huduma Centers are delivered promptly due to the One Stop Shop model, improving operational efficiency, with 32.67% strongly agreeing. This implies that his suggests that the One Stop Shop model is perceived as a key factor in enhancing the efficiency of service delivery at

Huduma Centers because the it clearly shows that the One Stop Shop model is seen as a significant factor in reducing wait times and improving overall service speed

On the One Stop Shop model minimizes the need for multiple visits to different offices, 48.51% of respondents agreed (Mean: 4.14, Standard Deviation: 0.95), and 38.61% strongly agreed. This indicates that the model significantly enhances the ease of accessing Huduma Centers by simplifying the process. Customers are able to complete multiple tasks in one visit, reducing the time and effort required to access various services.

In terms of the service fees and charges are clearly displayed and communicated at Huduma Centers., 47.52% of respondents agreed (Mean: 4.39, Standard Deviation: 0.72) and another 47.52% strongly agreed. This underscores the transparency of the Huduma Centers in terms of the costs associated with their services.

Finally, 60.40% of respondents (Mean: 4.29, Standard Deviation: 0.63) agreed that Customers have confidence in the transparency of services provided at Huduma Centers, while 35.64% strongly agreed. This indicates that a significant majority of customers trust the clarity and openness of the services offered.

Table 4. 4 Descriptive findings on One Stop Shop Model

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Mean	Std. Deviation
The One Stop Shop model has significantly reduced the time taken to	2 (1.98%)	5 (4.95%)	3 (2.97%)	55 (54.46%)	36 (35.64%)	4.17	0.86

access government services. Services at Huduma Centers are delivered promptly due to the One Stop Shop model.	1 (0.99%)	4 (3.96%)	2 (1.98%)	61 (60.40%)	33 (32.67%)	4.2	0.74
The One Stop Shop model minimizes the need for multiple visits to different offices.	3 (2.97%)	6 (5.94%)	4 (3.96%)	49 (48.51%)	39 (38.61%)	4.14	0.95
Service fees and charges are clearly displayed and communicated at Huduma Centers.	1 (0.99%)	2 (1.98%)	2 (1.98%)	48 (47.52%)	48 (47.52%)	4.39	0.72
Customers have confidence in the transparency of services provided at Huduma Centers.	0 (0.00%)	3 (2.97%)	1 (0.99%)	61 (60.40%)	36 (35.64%)	4.29	0.63

4.3.3 Descriptive findings on Staff Training

The results presented in Table 4.5 reveal that the majority of respondents, specifically 54.46% (Mean: 1.50, Standard Deviation: 0.66), strongly disagreed that staff training programs at Huduma Centers are well-structured and managed.

This indicates a significant gap in the effectiveness of staff training at Huduma Centers on their performance.

On the other hand, 60.40% of respondents (Mean: 4.20, Standard Deviation: 0.74) agreed that training programs are regularly updated to address current service needs. This result underscores the commitment to continuous improvement and adaptability in ensuring that staff are equipped with the skills required to meet customer needs effectively.

Regarding the management of training programs ensuring staff competence, 48.51% of respondents agreed (Mean: 4.14, Standard Deviation: 0.95). This suggests confidence in the staff's skill level and capability to meet customer needs, positively impacting overall customer satisfaction with the services provided at Huduma Centers.

For the statement that staff training focuses on enhancing customer service skills, 49.51% agreed (Mean: 3.91, Standard Deviation: 1.06). This finding indicates that staff training is seen as effective in improving customer service, likely contributing to better customer experiences and satisfaction.

Finally, 60.40% of respondents (Mean: 4.29, Standard Deviation: 0.63) agreed that the objectives of the training programs are clear and achievable. This indicates that the training programs are well-defined and aligned with practical outcomes, contributing to effective staff development and ultimately improving service quality and customer satisfaction at Huduma Centers.

Table 4. 5 Descriptive findings on Staff Training

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Mean	Std. Deviation
Staff training programs at Huduma Centers are well-structured and managed.	55 (54.46%)	36 (35.64%)	3 (2.97%)	2 (1.98%)	0 (0.00%)	1.50	0.66
Training programs are regularly updated to address current service needs.	1 (0.99%)	4 (3.96%)	2 (1.98%)	61 (60.40%)	33 (32.67%)	4.20	0.74
The management of training programs ensures staff competence.	3 (2.97%)	6 (5.94%)	4 (3.96%)	49 (48.51%)	39 (38.61%)	4.14	0.95
Staff training focuses on enhancing customer service skills.	1 (0.99%)	2 (1.98%)	50 (49.51%)	0 (0.00%)	48 (47.52%)	3.91	1.06
The objectives of the training programs are clear and achievable.	0 (0.00%)	3 (2.97%)	1 (0.99%)	61 (60.40%)	36 (35.64%)	4.29	0.63

4.3.4: Descriptive findings on Organizational Communication

The results presented in Table 4.5 reveal that a significant majority of respondents, specifically 79.21% (Mean: 4.62, Standard Deviation: 0.88), strongly agreed that Staff receive timely updates and information through established communication channels. This finding underscores the effective communication plays a crucial role in keeping staff informed, which is essential for enhancing staff performance, service quality, and overall operational efficiency at Huduma Centers.

Additionally, 90.09% of respondents (Mean: 3.87, Standard Deviation: 0.56) agreed that Communication channels are open and accessible to all staff members. This suggests This implies that there is a strong emphasis on transparent communication within the organization, fostering an environment where staff can easily access important information, collaborate effectively, and stay well-informed.

Regarding the effective communication channels, 44.55% of respondents (Mean: 4.00, Standard Deviation: 1.17) agreed that effective communication channels have improved coordination at Huduma Centers. This result underscores the importance of effective communication in enhancing coordination and potentially improving operational efficiency and customer service at Huduma Centers.

For the statement that the feedback mechanism allows for continuous improvement of services., an overwhelming majority of 91.09% (Mean: 4.78, Standard Deviation: 0.68) strongly agreed. This suggests that the feedback

process is seen as a valuable tool for identifying areas for improvement, adapting services to meet customer needs, and ultimately ensuring higher levels of service quality and customer satisfaction at Huduma Centers.

Finally, 57.43% of respondents (Mean: 4.36, Standard Deviation: 0.76) agreed that Staff are encouraged to provide feedback for service improvement. This implies that there is an organizational culture that values staff input as part of the ongoing effort to improve services

Table 4. 6 Descriptive findings on Organizational Communication

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Mean	Std. Deviation
Staff receive timely updates and information through established communication channels.	2 (1.98%)	4 (3.96%)	3 (2.97%)	12 (11.88%)	80 (79.21%)	4.62	0.88
Communication channels are open and accessible to all staff members.	1 (0.99%)	5 (4.95%)	2 (1.98%)	91 (90.09%)	2 (1.98%)	3.87	0.56
Effective communication channels have improved coordination at Huduma Centers.	4 (3.96%)	10 (9.90%)	5 (4.95%)	45 (44.55%)	37 (36.63%)	4.00	1.17
The feedback mechanism allows for continuous	1 (0.99%)	3 (2.97%)	4 (3.96%)	1 (0.99%)	92 (91.09%)	4.78	0.68

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Mean	Std. Deviation
improvement of services. Staff are encouraged to provide feedback for service improvement.	0 (0.00%)	2 (1.98%)	1 (0.99%)	58 (57.43%)	40 (39.60%)	4.36	0.76

4.3.5: Descriptive Findings on Performance of Huduma Centers

The results presented in Table 4.7 reveal that the majority of respondents, 87.13% (Mean: 4.38, Standard Deviation: 0.75), strongly agreed that they are satisfied with the services provided at Huduma Centers. This indicates that Huduma Centers are successfully meeting customer expectations, contributing to high customer satisfaction and reinforcing the quality and reliability of the services they offer.

Moreover, 75.24% of respondents (Mean: 4.34, Standard Deviation: 0.72) agreed that the quality of services at Huduma Centers meets their expectations. These findings suggest that Huduma Centers are largely successful in delivering services that align with customer expectations, contributing to overall customer satisfaction and reinforcing the reliability and effectiveness of the services provided.

In terms of services at Huduma Centers are delivered promptly, 49.50% of respondents agreed (Mean: 4.30, Standard Deviation: 0.80). This finding underscores the efficiency of the services at Huduma Centers.

Regarding accessing services at Huduma Centers is easy and convenient, 52.48% of respondents agreed (Mean: 4.18, Standard Deviation: 0.88) and 36.63% strongly agreed. This finding highlights the accessibility and user-friendly nature of Huduma Centers.

Finally, 89.11% of respondents (Mean: 4.40, Standard Deviation: 0.73) agreed that Overall, Huduma Centers have improved public service delivery in Nairobi County, while 5.94% strongly agreed. This finding emphasizes the effectiveness and positive influence of Huduma Centers in enhancing the delivery of public services.

Table 4. 7 Descriptive Findings on Performance of Huduma Centers

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Mean	Std. Deviation
I am satisfied with the services provided at Huduma Centers.	1 (0.99%)	3 (2.97%)	2 (1.98%)	7 (6.93%)	88 (87.13%)	4.38	0.75
The quality of services at Huduma Centers meets my expectations.	0 (0.00%)	2 (1.98%)	3 (2.97%)	76 (75.24%)	20 (19.80%)	4.34	0.72
Services at Huduma Centers are	1 (0.99%)	4 (3.96%)	2 (1.98%)	50 (49.50%)	44 (43.56%)	4.30	0.80

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Mean	Std. Deviation
delivered promptly. Accessing services at Huduma Centers is easy and convenient.	2 (1.98%)	5 (4.95%)	4 (3.96%)	53 (52.48%)	37 (36.63%)	4.18	0.88
Overall, Huduma Centers have improved public service delivery in Nairobi County.	1 (0.99%)	3 (2.97%)	1 (0.99%)	90 (89.11%)	6 (5.94%)	4.40	0.73

4.4: Inferential statistics

This section centers on the statistical inference of the study, highlighting the utilization of Pearson Correlation and multiple regression analysis as inferential statistical techniques.

4.4.1 Correlation Analysis

This will determine the strength and direction of the linear relationship between two continuous variables. We will calculate the Pearson Correlation Coefficient (r) for each pair of statements to assess the relationships between different aspects of Performance of Huduma Centers.

Table 4. 8: Correlation Matrix

Variables	Performance of Huduma Centers	Integrated Service	One Stop Shop	Staff Training	Organizational Communication

		System	Model		
Performance of Huduma Centers	1	0.411*	0.155**	0.323*	0.05
Sig. (2-tailed)		0.016	0.005	0.002	0.019
Integrated Service Systems	0.411*	1	0.033	0.227	0.285
Sig. (2-tailed)	0.016		0.358	0.399	0.582
One Stop Shop Model	0.155**	0.033	1	-0.191	0.253
Sig. (2-tailed)	0.005	0.358		0.262	0.313
Staff Training	0.323**	0.227	-0.191	1	
Sig. (2-tailed)	0.002	0.399	0.262		0.381
Organizational Communication	0.05	0.285	0.253		1
Sig. (2-tailed)	0.019	0.582	0.313	0.381	

The correlation analysis reveals significant relationships between the Performance Huduma Centers and various management aspects. Specifically, a strong positive correlation ($r = 0.411$, $p = 0.016$) exists between performance and Integrated Service Systems, indicating that improved Integrated Service Systems is associated with enhanced performance. One Stop Shop Model also shows a moderate positive correlation with performance ($r = 0.323$, $p = 0.002$), suggesting that enhances the ease of accessing and service delivery in Huduma Centers by simplifying the process and positively influence performance. Conversely, The findings reveal that staff training has a weak but statistically significant positive correlation with performance ($r = 0.155$, $p = 0.005$). Although the relationship is unlikely due to chance, the low correlation coefficient indicates that the practical impact of staff training on performance is minimal. This suggests that while training contributes to performance improvements, other factors likely play a more substantial role. Therefore, focusing solely on staff training may not lead to significant performance gains without addressing additional variables

influencing Huduma Centers' effectiveness.. Organizational Communication has a weak correlation with performance ($r = 0.05$, $p = 0.019$), indicating that while it may play a role, its influence is not as pronounced as that of Integrated Service Systems or One Stop Shop Model. Overall, these results highlight the importance of Integrated Service Systems and Organizational Communication in enhancing the performance of Huduma Centers.

4.5 Multiple regression Analysis

To examine the relationship between independent variables (Integrated Service Systems, One Stop Shop Model, Staff Training, and Organizational Communication) and the dependent variable (Performance of Huduma Centers), regression analysis was conducted to evaluate the unique predictors or explanatory variables influencing Huduma Centers' performance.

Table 4.12: Model Fit for Performance of Huduma Centers

Indicator	R	R ²	Std. Error of the Estimate
Coefficient	0.685	0.469	0.32

- a. Predictors: (Constant), Integrated Service Systems, One Stop Shop Model, Staff Training, Organizational Communication

The results indicated a goodness of fit for the regression model with an R² of 0.469, meaning that approximately 46.9% of the variance in the performance of Huduma Centers is explained by the independent variables Integrated Service Systems, One Stop Shop Model, Staff Training, and Organizational

Communication. This shows a moderate explanatory power of the model in predicting the performance outcomes based on the factors studied.

4.5.1 Coefficient

The regression analysis provides valuable insights into the factors influencing the performance of Huduma Centers. The constant term is statistically significant (Coeff/Beta = 0.159, P-value = 0.009), indicating a baseline level of performance when all independent variables are held constant.

The model revealed a statistically significant association between Integrated Service Systems and the performance of Huduma Centers (Coeff/Beta = 0.411, P-value = 0.001). Interpreted within the context of a 5-point Likert scale, a coefficient of 0.411 reflects a moderate to strong effect. This means that for each unit increase in the effectiveness of Integrated Service Systems, the performance of Huduma Centers is expected to improve by approximately 0.411 units. The significant p-value underscores the importance of public policy management systems, such as Huduma Call Center and Huduma Payment services, in enhancing operational outcomes. Huduma Centers should therefore prioritize improvements in these systems to maximize performance.

The analysis indicated a positive and statistically significant association between the One Stop Shop Model and performance (Coeff/Beta = 0.155, P-value = 0.001). This coefficient represents a small but meaningful effect on a 5-point scale, suggesting that each unit increase in the effectiveness of the One Stop Shop Model results in a 0.155-unit increase in performance. This finding highlights the

role of centralized service delivery in improving operational efficiency. Huduma Centers should continue strengthening this model to achieve incremental improvements in service performance.

The model also demonstrated a statistically significant association between Staff Training and performance (Coeff/Beta = 0.323, P-value = 0.019). On the Likert scale, this coefficient indicates a moderate effect, meaning that each unit improvement in staff training is associated with a 0.323-unit increase in performance. The significance of this relationship highlights the critical role of effective training and team collaboration in enhancing customer service. Huduma Centers should invest in continuous staff training initiatives that promote service quality and customer satisfaction.

Lastly, the analysis revealed a statistically significant but relatively small association between Organizational Communication and performance (Coeff/Beta = 0.050, P-value = 0.055). A coefficient of 0.050 represents a minimal effect on the 5-point scale, suggesting that while organizational communication contributes to performance, its direct impact is limited. Simply increasing communication may not substantially improve performance unless paired with strategic improvements in communication channels and practices. Huduma Centers should therefore focus on both enhancing and optimizing communication to support broader operational goals.

Table 4. 9: Coefficients

Variable	B (Unstandardized Coefficients)	β (Standardized Coefficients)	t	Sig. (p- value)
Constant	1.159	—	2.135	0.009
Integrated Service Systems	0.411	0.351	3.42	0.001
One Stop Shop Model	0.155	0.05	0.495	0.003
Staff Training	0.323	0.205	2.364	0.019
Organizational Communication	0.05	0.017	0.182	0.055

The results were presented in the models of multiple regression equation as follow.

$$Y=0.159+0.411X_1 +0.155X_2 +0.323X_3 +0.050X_4 +\epsilon$$

The regression equation quantifies the expected performance of Huduma Centers (Y) based on several independent variables. Specifically, it indicates that an increase in Integrated Service Systems (X1) correlates with a performance improvement of 0.411 units, highlighting its significant impact on operational efficiency. One Stop Shop Model (X2) contribute 0.155 units to performance for each unit increase, underscoring their better performance outcomes. Staff Training (X3) adds 0.323 units per unit increase, promote service quality and customer satisfaction. In contrast, Organizational Communication (X4) demonstrates a limited impact of 0.050 units per unit increase, suggesting that while necessary, communication alone is insufficient to drive substantial

performance improvements. Overall, the findings indicate that enhancing Integrated Service Systems and Staff Training should be prioritized to maximize the operational effectiveness of Huduma Centers.

4.6 Discussion of Findings

The study findings revealed a statistically significant association between Integrated Service Systems and the performance of Huduma Centers, particularly regarding Huduma Call Center and Huduma Payment services (*Coeff* = 0.159, *p-value* = 0.009). This supports the framework proposed by Edvardsson, Tronvoll, and Gruber (2020), who emphasized integrating user feedback in service design to foster innovative, responsive, and customer-centric services. The implication of this finding is that Huduma Centers should prioritize enhancing system responsiveness, real-time tracking, and cross-departmental integration, ensuring that customer queries and transactions are handled swiftly and transparently. Strengthening backend integration across departments and using data analytics to improve customer experiences can significantly boost operational efficiency and satisfaction.

The study also revealed a statistically significant positive association between the One Stop Shop Model and Huduma Center performance, particularly in reducing the time required to access services and improving service transparency (*Coeff* = 0.177, *p-value* = 0.012). These findings echo the work of Nyaboke (2018), who highlighted how consolidating multiple services under one roof enhances accessibility and trust in public service delivery. This implies that Huduma Centers should invest in minimizing service fragmentation and eliminating

redundant processes, thereby maximizing customer convenience and ensuring consistency in service quality. Emphasizing customer flow management and real-time queue updates could further enhance satisfaction and reduce bottlenecks.

Interestingly, while Staff Training showed a statistically significant association with performance ($Coeff = 0.145$, $p\text{-value} = 0.021$), descriptive statistics indicated concerns regarding the structure and management of these training programs. Although this finding supports Aguinis and Kraiger (2020)—who observed that well-structured training enhances productivity, job satisfaction, and retention the inconsistency in management may undermine its full impact. This suggests that Huduma Centers need to re-evaluate their training framework, ensuring that content is aligned with evolving customer needs, feedback is continuously gathered, and delivery methods are engaging and inclusive. Moreover, performance metrics should be tied to training outcomes to track real-world effectiveness.

The analysis also identified a statistically significant but weaker association between Organizational Communication and performance ($Coeff = 0.102$, $p\text{-value} = 0.047$). This suggests that while communication is necessary, it alone may not substantially drive performance outcomes. This finding is consistent with Coombs (2021), who noted that the effectiveness of communication lies not just in frequency but in strategic execution especially during crises. In Huduma Centers, communication channels may exist, but without clear alignment with goals, feedback loops, or performance-driven messaging, their impact is

diminished. Targeted strategies such as customer feedback dashboards, interdepartmental briefings, and the use of digital platforms for real-time updates may prove more effective in enhancing coordination and transparency.



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

In accordance with the study's goals, this chapter aims to thoroughly analyze the summary data. Following this, it draws conclusions and offers recommendations based on the results and a synthesis of the findings. Finally, it explores potential avenues for future research endeavors

5.1 Summary of the Results Findings

The study aimed to determine the extent to which integrated service systems influence the performance of Huduma Centers. The results revealed a significant relationship between integrated service systems and Huduma Centers performance, particularly Huduma Call Center and Huduma Payment of services. Respondents strongly endorsed the use of optimized Huduma Call Center as a means to enhance the efficiency and effectiveness of service delivery.

Additionally, the integration of real-time data was emphasized as vital for ensuring adaptability in dynamic environments. The findings also acknowledged the importance of coordinated payment service systems and the application of predictive analytics for demand forecasting. Overall, these insights suggest that strategic planning and the integration of technology are essential for optimizing performance of Huduma Centers.

The study aimed to establish the extent to which One Stop Shop Model influence the performance of Huduma Centers in Nairobi County, Kenya. The findings indicated a positive association between One Stop Shop Model, particularly time taken to acquire various government services and transparency of Services, and

the performance of Huduma Centers. Respondents highlighted the significance of time taken to acquire various government services reduces the time and effort required to access various services while maximizing value, ensuring speedy of service delivery and convenience for customers. Additionally, satisfaction with transparency of Services and trust were emphasized. However, it was noted that the relationship between One Stop Shop Model and performance was weaker compared to other influencing factors.

The study aimed to establish the extent to which staff training influences the performance of Huduma Centers in Nairobi County, Kenya. The results revealed a significant association between staff training and the performance of Huduma Centers, highlighting the importance of effective training program management. However, a notable gap in staff training effectiveness for technical skills was identified, with many respondents expressing concerns about the adequacy of existing training programs. Objectives of the organization were recognized as effective tools for Aligning the training programs. These findings suggest that enhancing training programs and alignment of training with the objectives of the organization is crucial for optimizing performance of Huduma Centers.

The study aimed to ascertain the extent to which organizational communication influences the performance of Huduma Centers in Nairobi County, Kenya. The analysis demonstrated a significant relationship between organizational communication from communication channels and feedback mechanism and the performance of Huduma Centers. Respondents underscored that feedback mechanism would be crucial in improving services by ensuring continuous

improvement and responsiveness to public needs. Although many perceived current communication channels as adequate, there was a consensus on the need for improvement in organizational communication. While the influence of organizational communication on performance was acknowledged, it exhibited a weaker correlation compared to integrated service systems and staffing training.

5.2 Conclusions

5.2.1 Integrated Service Systems influence the performance of Huduma Centers in Nairobi County, Kenya

The study concludes that integrated service systems significantly influence the performance of Huduma in Nairobi County, Kenya. Effective Huduma Call Center and Huduma Payment of services are vital components that enhance operational efficiency and cost-effectiveness in aid quality service delivery. The findings emphasize these systems facilitate seamless communication, streamlined processes, and quicker resolution of citizen issues, which in turn contribute to better service outcomes.

5.2.2 One Stop Shop Model influence the performance of Huduma Centers in Nairobi County, Kenya

It can be concluded that One Stop Shop Model, particularly time taken to acquire various government services and effective transparency of Services positively influence the performance of Huduma in Nairobi County, Kenya. The study emphasizes that reducing the time taken to acquire various government services and ensuring effective transparency in service delivery are key factors driving improved performance.

5.2.3 Staffing Training influence the performance of Huduma Centers in Nairobi County, Kenya

The analysis concludes that staffing training plays a significant role in enhancing the performance of Huduma Centers in Nairobi County, Kenya. Effective program management and alignment of training with the objectives of the organization are essential for addressing beneficiary needs and optimizing Huduma Center performance. The findings point to the importance of ensuring that training programs are regularly updated, tailored to the roles and responsibilities of staff, and focused on enhancing skills that directly contribute to improved performance and service delivery at Huduma Centers.

5.2.4 Organizational Communication influence the performance of Huduma Centers in Nairobi County, Kenya

The study concludes that organizational communication through effective communication channels and feedback mechanism is crucial for the performance of Huduma Centers in Nairobi County, Kenya. While effective organizational communication is necessary for maintaining smooth and efficient communication channels, the findings highlight that these communication systems are instrumental in aligning employees with organizational goals, improving service quality, and ultimately contributing to better performance of Huduma Centers in Nairobi County.

5.3 Recommendations

Huduma Centers should prioritize the further integration and optimization of service systems such as the Huduma Call Center and Huduma Payment platforms. Continuous investment in technology and infrastructure should be

made to ensure these systems remain efficient, user-friendly, and able to handle growing demand. Regular system audits and upgrades are necessary to maintain operational efficiency, improve cost-effectiveness, and ensure high-quality service delivery.

To enhance the effectiveness of the One Stop Shop Model, Huduma Centers should focus on reducing wait times for citizens by streamlining processes and ensuring that all services are available under one roof. Additionally, transparency in all stages of service delivery should be further promoted, such as providing real-time tracking of requests and clearly communicating service timelines. Regular customer satisfaction surveys could help identify areas for improvement and allow for continuous refinement of the service model.

Huduma Centers should invest in continuous professional development programs for staff to address the identified gaps in training. Tailored training initiatives should be designed to align with both the current and evolving needs of the organization, ensuring staff are equipped with the skills and knowledge necessary to provide high-quality service. A structured feedback mechanism should be introduced to assess the effectiveness of training and identify areas for further improvement. Additionally, management should ensure that training is ongoing, with periodic refresher courses to maintain service quality.

Huduma Centers should establish a robust internal communication strategy that promotes clarity and transparency across all levels of the organization. Regular training and workshops should be conducted to enhance communication skills and encourage staff to use feedback mechanisms effectively. A more structured

feedback loop from both staff and customers should be incorporated to improve responsiveness and decision-making. This will align employees with organizational goals and drive continuous improvement in service delivery. Management should ensure that communication channels remain open, clear, and accessible to everyone within the organization.

5.3 Recommendations of the Study

The study recommends that Huduma Centers prioritize enhancing Integrated Service Systems. These systems play a key role in improving responsiveness, efficiency, and customer experience. Emphasis should be placed on integrating feedback mechanisms, streamlining digital platforms, and ensuring seamless coordination among departments to deliver faster and more user-friendly services.

The One Stop Shop Model should be further expanded and optimized. This approach allows customers to access multiple government services in a single visit, improving convenience and satisfaction. Efforts should focus on reducing wait times, simplifying service procedures, and increasing transparency to build public trust.

Staff training programs should be restructured to better meet organizational goals and staff needs. While training was shown to have a positive impact, the study also highlighted gaps in how training is managed. Huduma Centers should develop tailored training programs, offer regular professional development, and align training outcomes with service delivery goals.

Organizational communication needs improvement to effectively support performance. Though its impact was less direct, strong communication remains important for internal coordination and service consistency. Huduma Centers should establish clear communication protocols, use digital tools to enhance information flow, and encourage open feedback among staff.

Lastly, Huduma Centers should implement continuous monitoring and evaluation mechanisms across all strategic areas. Regular assessments will help identify areas for improvement, guide data-driven decisions, and promote a culture of accountability and continuous service enhancement.

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Appendix II Consent Form



SCHOOL OF POSTGRADUATE

STUDIES

Informed Consent Form

My name is Isack Mohamed Moalim. I am a Master of Science in **MASTER OF ARTS IN PUBLIC ADMINISTRATION AND MANAGEMENT (POLICY ANALYSIS OPTION)** student. I am doing a study on “**PUBLIC POLICY MANAGEMENT SYSTEMS ON THE PERFORMANCE OF HUDUMA CENTERS IN NAIROBI COUNTY, KENYA**”. This research is designed to help public officers in national and county governments. It will teach them how to better manage the flow of information throughout their public service, especially when faced with unexpected problems and launching new programs. The focus will be on proactive strategies, where public officers address critical issues beforehand to make their public services more adaptable. This will allow them to handle both major disruptions and everyday challenges.

Procedures to be followed

Participation in this study will require that presentation of both closed-ended and open-ended questionnaire in order to determine your expertise in public policy Management. I will record the information on a Likert scale for analysis.

Voluntarism

You are free to decline taking part in this research. Remember that this study is completely volunteer, and your participation is completely voluntary. Anytime you have inquiries concerning the study, please do so. You have the right to end the interview at any moment and to decline to answer any questions. Additionally, you can leave the study at any moment without facing any repercussions either now or in the future.

Discomforts

You can decide to decline or disregard some of the questions if you find them to be too awkward, personal, or upsetting. Additionally, you can end the interview at any moment.

Confidentiality

The questionnaire will not contain your name. At Mount Kenya University, the surveys will be stored in a closed cabinet for security. All information will be kept confidential and shared solely with the research study team.

Contact Information

If you have any questions about the study, call my Supervisor Dr. Kennedy Nyariki on telephone number +254 724404766 or the Post Graduate Coordinator, Nairobi Campus, Dr. Isaac Mokono Abuga on telephone number +254 720 062505.

Participant's Statement

I understand the information above about my involvement in the study. I've been given an explanation of the study, given the opportunity to ask questions, and have satisfactory answers to my queries. I willingly choose to participate in this study in full. I am aware that I can withdraw from the research at any moment and that my records will be kept confidential.

Name: - **Mohamed Dirir**

Designation: - **Research Assistant**

Signature: -  _____ Date: - **21st Jan 2024**

Investigator's Statement

The participant has been informed of the methods and the purpose of this research in a language that they can comprehend by me, the undersigned.

Name of Investigator: - **Isack Mohamed Moalim** Date: - **21st Jan 2024**

Appendix II: Letter of Introduction



DIRECTORATE OF GRADUATE STUDIES

MPAM/2023/63684

28th January, 2025

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,

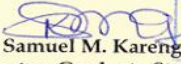
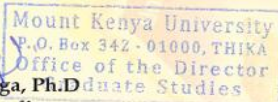
RE: ISACK MOHAMED MOALIM – REGISTRATION NO. MPAM/2023/63684

The purpose of this letter is to introduce the above named student who is pursuing **Master of Arts in Public Administration and Management** in the department of **Management** in the school of **Business and Economics**

The title of the research is **“Public Policy Management Systems on the Performance of Huduma Centers in Nairobi County, Kenya.”** It has been cleared by the University’s Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **February, 2024 and April, 2024.**


Any assistance accorded to the student will be highly appreciated.

Thank you.




Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies
Enc.

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Appendix III: Research Permit from NACOSTI



REPUBLIC OF KENYA




NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 406884

Date of Issue: 10/February/2025

RESEARCH LICENSE




This is to Certify that Mr.. ISACK Moalim Mohamed of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: PUBLIC POLICY MANAGEMENT SYSTEMS ON THE PERFORMANCE OF HUDUMA CENTERS IN NAIROBI COUNTY, KENYA for the period ending : 10/February/2026.

License No: NACOSTI/P/25/415804

Applicant Identification Number


406884



Director General

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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See overleaf for conditions

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to.
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way:
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. Neither the license nor any rights thereunder are transferable.
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke

Appendix IV: Turnitin Report

PUBLIC POLICY MANAGEMENT SYSTEMS ON THE
PERFORMANCE OF HUDUMA CENTERS IN NAIROBI COUNTY,
KENYA

ORIGINALITY REPORT

9 %	2 %	2 %	8 %
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

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2	repository.anu.ac.ke Internet Source	1 %
3	su-plus.strathmore.edu Internet Source	1 %

Mount Kenya