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**THE EFFECT OF INNOVATION ON  
SERVICE DELIVERY IN THE PUBLIC  
SECTOR IN KENYA**

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## THE EFFECT OF INNOVATION ON SERVICE DELIVERY IN THE PUBLIC SECTOR IN KENYA

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### Abstract

**Purpose:** The purpose of this study was to assess the effect of innovation on service delivery.

**Methodology:** The study adopted descriptive research design. The study adopted a descriptive analysis by use of descriptive statistics such as mean and frequencies. The target population in this study was 280 employees working in Nairobi GPO. A mixed sampling technique was adopted. The sample size of this study was 65 employees of Nairobi GPO Huduma Centres and 5 members of the public. This study used primary data. Data was collected using questionnaires.

**Results:** These findings imply that products/service innovations carried out at Huduma centers have contributed immensely on performance of the centers in Kenya. The findings indicated that the respondents rated technology innovations to have major positive effects on increasing the number of people served, reducing time of service delivery, increasing accountability and transparency and finally improving public understanding of government activities. These findings imply that Huduma center innovations faced lack of adequate resources during implementations.

**Unique contribution to theory, practice and policy:** The study recommends that Huduma should involve their staff more in the innovation in order to have better service delivery. The study also recommends that Huduma centers should encourage their customers to give their feedback on services and products innovation at the centers for further development. The study also recommends that Huduma centers directors should encourage the employees to come up with new ways to better service delivery. Huduma centers should also address the issue of lack of adequate and sufficient finance since it poses a major challenge to development of innovations at the centers

**Keywords:** Challenges, service delivery, innovations.

## **1.0 INTRODUCTION**

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

The need for governments to deliver public services in new, better and cheaper ways has been a topic of research in recent years (Hughes, Moore & Kataria, 2011). The combination of levelled public finances with major social challenges means that public services need to become more productive and develop new ways of working (Gallouj & Djellal, 2010). Innovation in the public sector is therefore a pressing task, emerging only recently in literature, as public sector players have traditionally not been faced with competition and market dynamics, and so the incentives to innovate were not present in the past (Gallouj & Djellal, 2014).

This is however changing as many countries have introduced competition in areas where the government was previously the only actor. Also, the pressure on the public sector to innovate and change is mounting as many public responsibilities such as administration are increasing in volume and complexity, whereas the available resources are not (Cunningham & Karakasidou, 2009).

Historically, the concept of innovation developed mainly around private business, with a focus on product innovation. Over the past two decades, after a long period of disregard, the question of innovation in services began to grow in importance. This new field of service innovation attempts to free itself from technologist and industrialist conceptions, bridge the innovation gap in post-industrial economies and make invisible innovation in all its forms: organization, process, product, concept, social innovation, visible (Gallouj & Djellal, 2014).

Public sector reform has been a necessary and on-going policy objective for the Government of Kenya. Innovation as one of the approaches to the reforms is intended to induce an overhaul the public administrative system to better serve the needs of both government and the citizenry with improved delivery of public services to reduce poverty, improve livelihoods, and sustain good governance (Hope, 2013).

The Government of Kenya has been grappling with the problem of poor service delivery in public service. The Government in the early 1990s tried a range of interventions to remedy this situation including retrenching more than 100,000 civil servants but this did not have a serious impact on the effectiveness or efficiency of the civil service (Mbua & Sarisar, 2013).

The Government then introduced results-oriented management in the year 2004, and designated performance contracting as one of the tools to improve service delivery. Ministries, Government Departments, and Agencies were for the first time being required to work towards set targets, draw out service charters with their clients and compare their performance with the best in the world (Hope, 2013).

## **1.2 Problem Statement**

In Kenya, public service delivery has been very poor. Among the main issues that have characterized public sector services in Kenya were delayed services, long queuing and report of massive corruption. This motivated the creation of Huduma centres with the aim of addressing the issues of poor service delivery in public sector. Huduma Kenya innovations was specifically intended to bring public services closer to the people whereby public services are offered under one roof, effectively making it possible for service seekers to access it conveniently without moving from one building to another. This meant that people would be able to get birth certificates, national identity cards, passports, registration of business names, and applications for marriage certificates, drivers' licenses, police abstracts and many other services in one place hence saving on time and cost (Oyugi, 2015). Additionally, the inception of Huduma centers was to intend to fight and reduce corruption in the public sector. Since its inception the Huduma Kenya has won international accolades for improving public service delivery. The Nairobi GPO Huduma Centre served over 20,000 people within the first 3 months of its operation indicating increased service delivery.

It is against this international recognition of Huduma Kenya that this study intended to carry out a study on the effect of innovation at Huduma centres on service delivery. The study was also motivated by there being no empirical evidence to support the assertion that the innovations adopted at Huduma centres have improved service delivery. Similarly the prevalence of corruption in public service is still high in public sector which prompts the question of the effect of innovations at Huduma centres (Ng'aru & Wafula, 2015). The success of the Huduma Centre concept has been more verbalized than quantified; therefore this study empirically brought out the effect of innovations at Huduma Centres on service delivery in the public service.

## **1.3 Research Objective**

This study sought to assess the effect of innovation on service delivery. A case of Huduma centers.

## **2.0 LITERATURE REVIEW**

### **2.1 Theoretical Review**

#### **2.1.1 Innovation theory**

One of the most significant outcomes of the evolution in innovation theory has been the recognition that innovation should not simply be fostered via technological R&D but also implies a role for policy to improve the institutional framework and the opportunities for interactions so as to better incentivize innovation (Greenacre, Gross & Speirs, 2012).

Advancing technological knowledge has been identified as the single most important contributing factor to long-term productivity and economic growth (Grubler,

Nakicenovic, & Victor, 1999). Consequently, the innovation process and the identification of actions required to effect technological change continue to be of paramount interest to businesses, governments and academics. Moreover, innovation is increasingly considered crucial to deal with the negative side effects associated with that same productivity and economic growth. Influencing the direction of innovation towards more sustainable directions is therefore high on many political agendas (Hekkert & Negro, 2009)

This theory is relevant to this study because it posits that for an innovation to have positive contribution it must undergo a maturity process and it also needs investment. To place the theory into the context of this study, the researcher considers Huduma centres innovations to be a new concept that requires time to achieve its objectives. Huduma centres also require investments in terms of human resources capacity and financial resources to meet its obligations.

## **2.2 Empirical Review**

The key innovations at Huduma programme include the introduction of one stop Huduma Service Centres to provide customer services to citizens from a single location. It operates under an Integrated Service Delivery (ISD) strategy, online e-Huduma web portal to bring together services offered by various government ministries, departments and agencies (MDAs) under a unified and integrated channel and Huduma payment gateway to facilitate ease of payment for government services, through posta pay, it emphasizes customer service excellence and ease of access to various public services and information from a single location (Huduma Kenya, 2015).

Verhees and Meulenberg, (2004) developed a model to investigate the combined effect of product innovation and company performance for small firms. A specific feature of their research was that an objective measure should be used for product innovation in contrast to the self-reported measures commonly used in research on innovation. The model was tested using data from 152 rose growers. This study's results showed that the owner's innovativeness permeates all variables in the model and has a positive influence on market orientation, innovation, and performance. An interesting research result was also that customer market intelligence influences product innovation positively or negatively, depending on whether the innovativeness of the owner in the new product domain is weak or strong.

Innovations at their inception stage face numerous challenges. Huduma centers have also faced a number of challenges ranging from limited capacity in terms of technical knowledge and skills by the personnel, limited technological capacity due to weak infrastructural development and shortage of funds to support innovation, cultural resistance due to public rigidities to embrace the concept, attitude of employees towards change, organizational structure and; deficiencies in the availability of external services, difficulty in finding cooperation partners for product or process development, to implement planned strategies (Huduma Kenya, 2015).

Li and Atuahene-Gima (2001) investigated the effect of product innovation strategy on the performance of new technology ventures in China. The study found that innovation-performance

link was contingent on both environmental factors, including environmental turbulence and institutional support, and the relationship-based strategies of the ventures, such as strategic alliances for product development and political networking. The results further suggested the need for simultaneous consideration of environment- and relationship-based strategy factors as moderators in the discourse on product innovation strategy among new technology ventures.

### 3.0 RESEARCH METHODOLOGY

The study adopted descriptive research design. The study adopted a descriptive analysis by use of descriptive statistics such as mean and frequencies. The target population in this study was 280 employees working in Nairobi GPO. A mixed sampling technique was adopted. The sample size of this study was 65 employees of Nairobi GPO Huduma Centres and 5 members of the public. This study used primary data. Data was collected using questionnaires.

### 4.0 RESULTS AND DISCUSSIONS

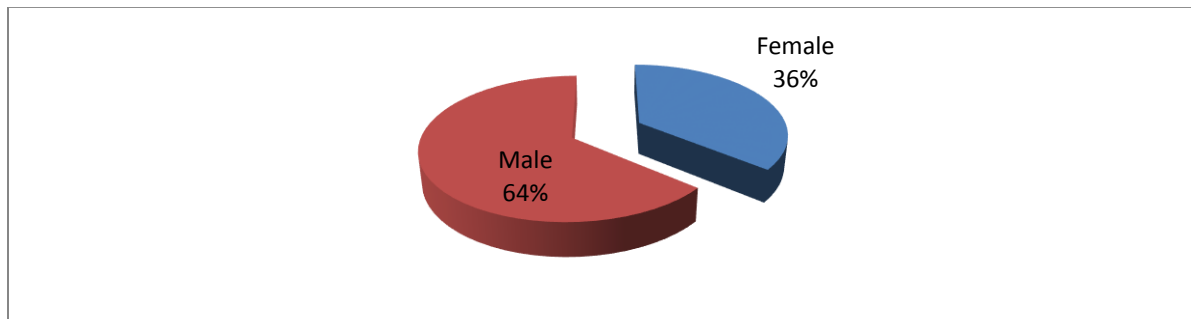
#### 4.1 Response Rate

The total number of questionnaires issued was 70 and the total number of interview guides was 5. Out of the questionnaires issued only 64 questionnaires were properly filled and returned which represented a response rate of (64) 85.3%.

#### 4.2 Demographics Characteristics of the respondents

##### 4.2.1 Gender of Respondents

The study sought to find out the gender of the respondents.



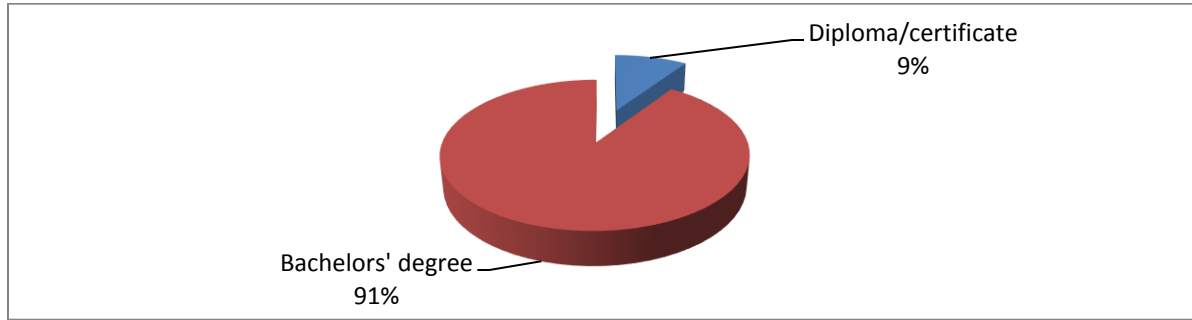
**Figure 1: Gender of the Respondents**

The results in the table below indicate that (41) 64% of the respondents who participated in this study were male, male respondents were (23) 36%. The findings imply that there are a higher number of male employees than there are female at Huduma centers.



#### 4.2.2 Level of Education of the Respondents

Figure 2 shows the results of the respondent's level of education.

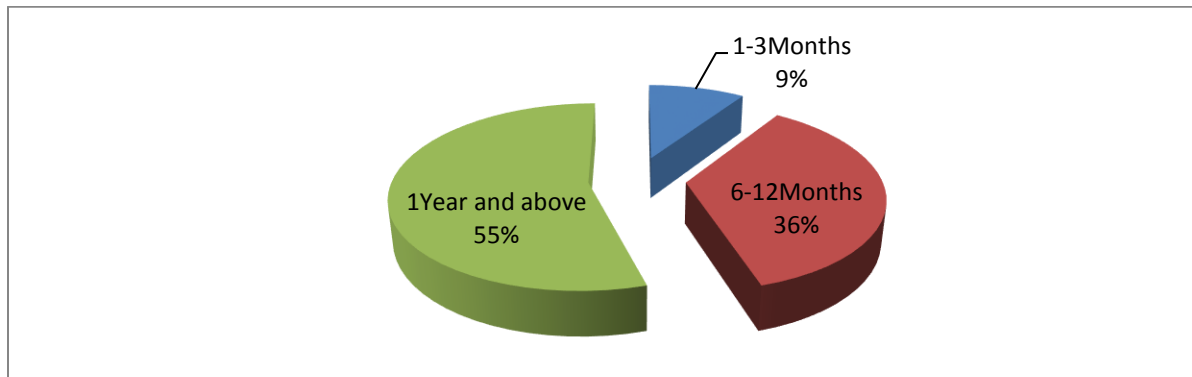


**Figure 2: Education Level of the Respondents**

The results on the level of education of the respondents indicate that (58) 91% of the respondents had Bachelor's degree while those who had diploma and certificate level of education were (6) 9%. This was good for the study since most of the respondents were well educated and could understand the questions in the data collection instruments.

#### 4.2.3 Experience of the Respondents

For the Huduma Center employees, the study sought to find out how long they had been working with Huduma Kenya.

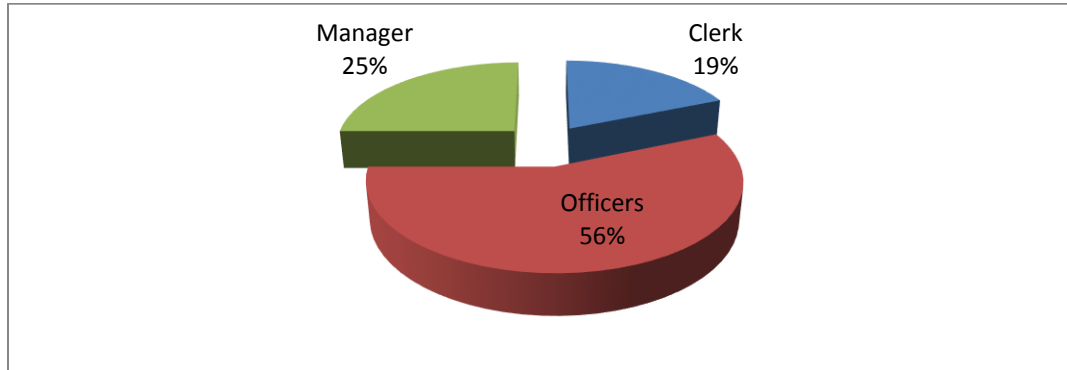


**Figure 3: Experience of the Respondents**

The findings indicate that (35) 55% of the respondents had been employed for a period of between 1 year and above. Respondents who indicated had been employed for between 6 and 12 months were (23) 36%. Respondents with between 1 and 3 months experience were the least at 9%. This result was good for the study since majority of the respondents had stayed longer enough to experience innovations that have been undertaken at Huduma centers and are well placed to respond to the research questions.

#### 4.2.4 Position of the Respondents

The study sought to find current positions that the respondents held at Huduma centers.



**Figure 4: Current Position of the Respondents**

The results indicates that respondents at the officer level were (36) 56% while those at the manager level were 25% and finally the clerks were the least at 19%. The finding revealed that the study used the opinion of senior officer who understood the operations at Huduma Centers.

#### 4.3 Types of innovation and their effects

The study sought to find out how products/services, processes, technology and systems innovations have been adopted at Huduma centers and their effect on service delivery.

##### 4.3.1 Products/Service Innovations and Service Delivery

The respondents were expected to indicate whether they had implemented the following innovations.

**Table 1: Products/Service Innovations and Service Delivery**

Statements	Yes	No	Total
Tangible products or software	40 (62.5%)	24 (37.5%)	64 (100%)
Services for use by government organisations	52 (81.3%)	12 (18.8%)	64 (100%)
Joined up services that share resources or reduce replication across branches, department or agencies	32 (50%)	32 (50%)	64 (100%)
External services for use by citizens or businesses, including internet services	48 (75%)	16 (25%)	64 (100%)
No but activities to develop a product or service innovation are underway	15 (23.4%)	49 (76.6%)	64 (100%)
Don't know	10 (15.6%)	54 (84%)	64 (100%)



The results show that (40) 62.5% of the respondents admitted that Huduma centers had tangible products or software innovations. These findings imply that Huduma centers had introduced innovative products for their customers. The results further revealed that 52 (81.3%) of the respondents felt that Huduma Centers innovated services for use by other government organizations. The results also showed that 52 (81.3%) of the respondents felt that Huduma Centers came up with ‘Joined up’ services that share resources or reduce replication across branches, department or agencies.

The findings revealed 32 (50%) of the respondents agreed that external services for use by citizens or businesses, including internet services had been implemented at Huduma centers. the result further show that 54 of the respondents indicated that at the moment there were no activities to develop product or service innovations are underway at Huduma centers.

#### 4.3.2 Process Innovations

The types of process innovation identified as are shown in the table below.

**Table 2: Process Innovations and Service Delivery**

	No		Yes	
	Count	%	Count	%
Business process for providing products or services	6	9.40%	58	90.60%
Supporting activities(maintenance, accounting, human resources)	48	75.00%	16	25.00%
Methods of organizing work responsibilities or decision making	21	32.80%	43	53.10%
Methods for gathering, managing and analyzing knowledge and information	30	46.90%	34	53.10%
No, but activities to develop a process innovation are underway	48	75.00%	16	25.00%

The study assessed whether Huduma centers implemented business process for providing products or services. The findings show that (58) 90.6% of the respondents agreed with this statements while only 9.4% disagreed. On the other hand 48 (75.0%) of the respondents disagreed that Huduma centers implemented supporting activities such as maintenance, accounting and human resource. Slightly above 50% of the respondents indicated that Huduma centers implemented methods of organizing work responsibilities or decision making. The

respondents unanimously agreed that activities to develop process innovation were underway at Huduma centers at the time of this research.

#### 4.3.3 Technology Innovations

The study also sought to find out whether Huduma centers implemented technology innovations.

**Table 3: Technology Innovations**

	No		Yes	
	Count	%	Count	%
Methods of payments for services	12	18.8%	52	81.2%
Methods filing and processing applications	24	37.5%	40	62.5%
Methods of processing and managing data	24	37.5%	40	62.5%
Methods of providing services	18	28.1%	46	71.9%
No, but activities to integrate technology innovation are underway	58	90.6%	6	9.4%

The findings show that the respondents agreed that technological methods of payments for services, methods filing and processing applications, methods of processing and managing data and methods of providing services were implemented at Huduma centers. These findings imply that technology innovations at Huduma centers were high.

#### 4.3.4 Transformational/Systemic Innovations

Transformational/systemic innovation arises from complex interactions between many individuals, departments, organisations and their operating environment and has an impact of radically changing the whole systems of products and service delivery.

The results show that 20 (31.25%) of the respondents felt that Transformational/ Systematic innovations at Huduma center were developed by Huduma center on its own while 35 (54.69%) of the respondents felt that Huduma Center was in collaboration with other organisation/individuals.

Finally the result revealed that 9 (14.06%) of the respondents indicated that Transformational /Systemic innovations were mainly developed by other organisations/individuals. These findings imply that Huduma centers collaborate with other organisation/individuals in implementing Transformational/ System innovations.

**Table 4: Whether Innovations at Huduma Centers was Through Collaboration**

	<b>Count</b>	<b>%</b>
Huduma Center mainly on its own	20	31.25%
Huduma Center in collaboration with other organisation/individuals	35	54.69%
Mainly other organisations/individuals	9	14.06%
<b>Total</b>	<b>64</b>	<b>100.00%</b>

#### **4.4 Application of the Following Factors at Huduma Centers in Last Two Years**

The study sought to find out how the following applied to Huduma center in the last two fiscal years.

The findings show that having a system in place for evaluating and developing innovative ideas put forward by staff did not apply in the last two. The results further show that employees that provide ideas for innovations were not provided with feedback similarly the findings show that senior management were not willing to take risks to supports innovations.

The results also show that innovations at Huduma centers were not assigned to people to nurture it and there were not enough resources available to support innovations. The results also show that 28(43.8%) of respondents indicated that Huduma centers staff was supportive to the innovations at the centers. The findings further showed that 42(65.6%) of the respondents indicated clients were not actively involved in the design or planning of new or substantially changed products or services. The findings are shown in the table below.

**Table 5: Application of the Following Factors at Huduma Centers**

<b>Statements</b>	<b>Not At All</b>	<b>Partly</b>	<b>Fully</b>
there is a system in place for evaluating and developing innovative ideas put forward by staff	32(50.0%)	21(32.8%)	11(17.2%)
all staff that provide ideas for innovations are provided with feedback	36(56.2%)	23(35.9%)	5(7.8%)
senior management is willing to take risks to support an innovation	30(46.9%)	12(18.8%)	22(34.4%)
specific people are assigned to an innovation to take it from the idea stage to completion	42(65.6%)	17(26.6%)	5(7.8%)
sufficient resources are available to support an innovation	30(46.9%)	23(35.9%)	11(17.2%)
the staff are highly motivated to think of new ideas and take part in their development	48(75.0%)	0(0.0%)	16(25.0%)
the staff are supportive of innovation	18(28.1%)	18(28.1%)	28(43.8%)
clients are actively involved in the design or planning of new or substantially changed products or services	42(65.6%)	6(9.4%)	16(25.0%)
new or substantially changed products or services are independently evaluated after completion	36(56.2%)	17(26.6%)	11(17.2%)
evaluation results are used to improve your Huduma center's innovation practices	36(56.2%)	18(28.1%)	10(15.6%)
clients satisfaction surveys are conducted after implementing new or substantially changed products or services	42(65.6%)	0(0.0%)	22(34.4%)

#### **4.5 Whether implementation of successful innovation involved collaboration**

The study also sought to find out whether implementation of most successful innovations involved collaborations.

The result indicates that collaborations with other government department outside Huduma center was the most significant followed by universities and business, consultants associations. Collaboration with Huduma centers employees and Individuals citizens in implementation of the most successful innovation at Huduma centers.

**Table 6: Whether Implementation of Successful Innovation Involved Collaboration**

	No		Yes	
	Count	%	Count	%
Huduma centers employees	42	65.6%	22	34.4%
Other government department outside Huduma center	12	18.8%	52	81.2%
Not for profit organisations or non-governmental organisations NGOs	47	73.4%	17	26.6%
Universities or public research organisations	35	54.7%	29	45.3%
Businesses, consultants or business associations	35	54.7%	29	45.3%
Individuals citizens	36	56.2%	28	43.8%
No collaboration was involved	52	81.2%	12	18.8%

#### 4.6 The Purpose of Important Innovations

The study also sought to find out the purpose of important innovations at Huduma centers.

**Table 7: Purpose of important innovations**

	No		Yes	
	Count	%	Count	%
Replace a previous product or service, process, communication method or policy	42	65.6%	22	34.4%
Provide a new process, products or service, technology or system	30	46.9%	34	53.1%
Provide significant cost savings	41	64.1%	23	35.9%
Provide significant quality improvements	30	46.9%	34	53.1%
Other	47	73.4%	17	26.6%

The result shows that the respondents felt that providing a new process, products or service, technology or system and Provide significant quality improvements were the major purposes of the innovations at Huduma centers.

#### 4.7 Effects of Products/Service Innovations on Service Delivery

The study sought to find out the effects of products/service innovations at Huduma centers on the outcomes in the table below. The study assessed whether products/service innovations increased the ability to provide services to more clients.

**Table 8: Effects of Products/Service Innovations on Service Delivery**

	No effects (Not Relevant)	Too early to estimate effect	Negative Effect	Minor Positive Effect	Major Positive effect	Mean
Ability to provide services to more clients	0(0.0%)	5(7.8%)	8(12.5%)	6(9.4%)	45(70.3%)	5
Ability to provide services to new types of clients	13(20.3%)	0(0.0%)	7(10.9%)	6(9.4%)	38(59.4%)	5
Ability to provide better targeted services	0(0.0%)	2(3.1%)	18(28.1%)	12(18.8%)	32(50.0%)	5
Increasing accountability and transparency	12(18.8%)	6(9.4%)	0(0.0%)	0(0.0%)	46(71.9%)	4
Client access to information	10(15.6%)	4(6.3%)	3(4.7%)	9(14.1%)	38(59.4%)	5
Time required to deliver services	6(9.4%)	6(9.4%)	12(18.8%)	16(25%)	30(46.9%)	4

The result show that 58 (90.6%) of the respondents indicated that products/services innovations had major positive effects on the ability to provide services to more clients. A similar proportion of the respondents also indicated that products/services innovations had major positive effects on the ability to provide services to new types of clients.

The respondents (45, 70.3%) also indicated that products innovations at Huduma Centers have major positive effects on the ability to provide targeted services. Respondents who indicated that innovations had major effects on increasing accountability and transparency were 46 (71.9%)

while 38 (59.4%) of the respondents indicated that products/service innovations at Huduma Centers have major positive effects on client access to information. The final results revealed that 30 (46.9%) of the respondents indicated that products/service innovations at Huduma Centers have positive effect on the time required to deliver services.

The mean scores for all the variables show that respondents felt that products and services innovations at Huduma centers have major positive effects on service delivery at the centers.

#### 4.8 Effect of Process Innovations on Service Delivery

The study assessed the effects of process innovations on the service delivery at Huduma centers. The study sought to find out the effect that process innovations have on the items in the table below.

**Table 9: Effect of Process Innovations on Service Delivery**

	No effects(Not Relevant)	Too early to estimate effect	Negative Effect	Minor Positive Effect	Major Positive effect
Simplifying Administrative Procedures	6(9.4%)	0(0.0%)	10(15.6%)	6(9.4%)	42(65.6%)
Speed Of Service Delivery	6(9.4%)	0(0.0%)	9(14.1%)	8(12.5%)	41(64.1%)
Employee Satisfaction Or Working Conditions	12(18.8%)	0(0.0%)	6(9.4%)	17(26.6%)	29(45.3%)
Increasing Accountability And Transparency	0(0.0%)	6(9.4%)	12(18.8%)	0(0.0%)	46(71.9%)
Reducing Costs	6(9.4%)	0(0.0%)	6(9.4%)	6(9.4%)	46(71.9%)
Replacing Previous Process	11(17.2%)	7(10.9%)	0(0.0%)	18(28.1%)	28 (43.8%)

The results show that 42(65.6%) of the respondents felt that process innovation had major positive effects on simplifying administrative procedures, speed of service delivery, increasing accountability and transparency and finally reducing the cost of operations.

The findings imply that the process innovation had more significant effects on reducing speed of service delivery, followed by simplifying the administrative procedures, then reducing costs and increasing accountability and transparency. The results further, show that process innovations had least effects on replacement of previous processes and employee satisfaction/working conditions.



#### 4.9 Effect of Technology Innovations on Service Delivery

To measure the effect of technology innovations on service delivery, the study sought to find out the respondents opinions on the effects of technology innovations on the following outcomes.

**Table 10: Effects of Technology Innovations on Service Delivery**

	No effects(Not Relevant)	Too early to estimate effect	Negative Effect	Minor Positive Effect	Major Positive effect
Increased number of people served	0(0.0%)	4(6.3%)	10(15.6%)	20(31.3%)	30(46.9%)
Reduced time of delivering services	0(0.0%)	2(3.1%)	6(9.4%)	16(25%)	40(62.5%)
Increased accountability and transparency	0(0.0%)	6(9.4%)	2(3.1%)	8(12.5%)	36(56.3%)
Public understanding of government activities	3(4.7%)	6(9.3%)	0(0.0%)	15(23.4%)	40(62.5%)

The findings indicated that the respondents rated technology innovations to have major positive effects on increasing the number of people served, reducing time of service delivery, increasing accountability and transparency and finally improving public understanding of government activities. These findings imply that technology innovations at Huduma centers have significant effect on performance of Huduma centers in terms of service delivery to the people.

#### 4 10 Importance of Government Legislative Factors

The study also sought to find the importance of government legislative factors in driving the development and implementation of Huduma center's innovation for last two fiscal years

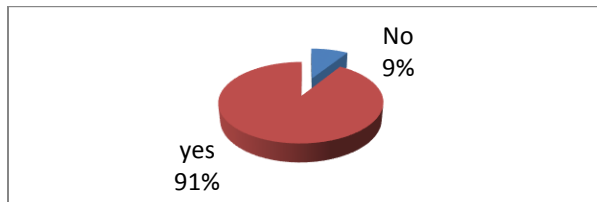
**Table 11: Importance of Government Legislative Factors**

	None	Low	Medium	High	Very high
An increase in Huduma center's budget	5(7.8%)	12(18.8%)	9(14.1%)	2(3.13%)	36(56.2%)
A decrease in Huduma center's budget	53(82.8%)	3(4.69%)	7(10.9%)	0(0.0%)	0.00%
New government policies or priorities	18(28.1%)	12(18.8%)	22(34.4%)	1(1.6%)	11(17.2%)
A problem or crisis requiring an urgent response	24(37.5%)	6(9.4%)	12(18.8%)	17(26.6%)	5(7.81%)
Directive to implement new online services	18(28.1%)	11(17.2%)	12(18.8%)	6(9.4%)	17(26.6%)
Changes required by other government organisations	23(35.9%)	7(10.9%)	15(23.4%)	8(12.5%)	10(15.6%)

The results show that the respondents ranked policies that increase Huduma budget have very high importance in driving the development and implementation of Huduma center’s innovation compared to all other policies while the policy to have decrease Huduma center budget was ranked to have lowest importance in driving the development and implementation of Huduma center’s innovation. The respondents also ranked the changes required by other government organisations and the problem or crisis requiring an urgent response as some of the government legislative factors with the lowest importance in driving the development and implementation of Huduma center’s innovation.

#### 4.11 Effects of Transformative Innovations

The study further assessed whether transformative innovation changed how things were done or created entirely new and important services.



The findings in the figure above show that the respondents felt affirmed that transformative innovations changed how things were done at Huduma centers. Only 9% of the respondents disagreed that transformative innovations changed how things were done.

**Figure 5: Effects of Transformative Innovations**

#### 4.12 Challenges of Implementing Huduma Centre Concept

##### 4.12.1 Provision of Training

The study sought to find out whether Huduma centers trained their staff on the developing, implementing or using new or substantially changing products, services, processes and systems. The respondents were supposed to indicate the type of innovations they received training on.

**Table 12: Innovations Training**

	Yes		No	
	Count	%	Count	%
Processes	40	62.50%	24	37.50%
Products or services	36	56.25%	28	43.75%
Technology	48	75.00%	16	25.00%
Systems	46	71.90%	18	28.10%
Other types of innovations	11	17.20%	53	82.80%
No training provided for any of the above	6	9.40%	58	90.60%

The findings showed that employees of the Huduma centers were trained on systems, processes, products/services and technology innovations.

#### 4.13 Challenges Faced By Huduma Centers Innovations

The study conducted an assessment on some of the challenges that faced Huduma centers in the innovations implementation.

**Table 13: Challenges Faced By Huduma Centers Innovations**

	Frequency	Percentage
Lack of a supportive organisational structure	24	37.5%
Lack of sufficient funds to support innovation	47	73.4%
Lack of supportive infrastructure	42	65.6%
Lack of support from the public	18	28.1%
Lack of employee support	12	18.8%
Lack of sufficient knowledge and skills	12	18.8%
Lack of cooperation from other partners	23	35.9%

The results in the table below show that lack of sufficient funds to support innovation was the major challenge indicated by 73.4% of the respondents. Lack of supportive infrastructure was indicated by 65.6% of the respondents while lack of a supportive organisational structure was indicated by 37.5% of the respondents. Lack of cooperation from other partners was also identified by 35.9% of the respondents as a challenge facing Huduma centers. These findings imply that Huduma center innovations faced lack of adequate resources during implementations.

#### 4.14 Content Analysis

Respondents were asked to mention some of the services that Huduma centres introduced that were lacking in the ministries and other government departments. Respondents mentioned easy access to passports, land title deeds, identity cards, Kenya Revenue Authority personal identification numbers and driving licenses application without having to travel to Nairobi to get

the services. They also mentioned services such as education, healthcare, housing and other public services were made so efficient by Huduma centers.

The respondents were also asked to rate the quality of services provided by Huduma centres. The respondents mentioned that Huduma centres provided integrated services offered by various government ministries, departments and agencies in most efficient and time serving manner. Most of the respondents agreed that through the Huduma Kenya platform, the government enabled citizens to access integrated public services via their phones, computers and personal digital assistants. Most of the respondents also rated Huduma services quicker than the ministries and other government departments. The respondents pointed out that the employees of Huduma centers were more professional than other civil servants in the mainstream ministry.

The study further sought to find out whether the innovations adopted at Huduma Centres have been responsible for improved service delivery. The respondents mentioned that innovations at Huduma centers led to transparency, reliability and customer satisfaction in services delivered at Huduma Centres.

## **5.0 CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Conclusions**

Based on the findings, Huduma centers in Kenya have implemented different innovations with the view of improving service delivery to the public. The types of innovation implemented at Huduma centers include products/service innovation, process innovation, technology innovations and transformative/systematic innovations.

Under products innovations Huduma centers have substantially changed tangible products, Services for use by government organisations, external services for use by citizens or businesses, including internet services, and joined up services that share resources or reduce replication across branches, department or agencies. Huduma centers have also implemented business process for providing products or services, supporting activities, methods of organizing work responsibilities or decision making and methods of gathering, managing and analyzing knowledge and information. This clearly indicates that there are innovations at Huduma centers.

The study concludes that innovations at Huduma centers have major effect on the service delivery. The findings showed that innovations at Huduma centers have improved service delivery at the centers which includes reducing time for service delivery, increasing accountability and transparency among others. To continue benefiting from innovations at Huduma centers the study concludes that stakeholders should address the challenges faced by Huduma centers. These include sufficient financial support, supportive organisational structure and infrastructure.

## 5.2 Recommendations

The study recommends that Huduma should involve their staff more in the innovation in order to have better service delivery. The study also recommends that Huduma centers should encourage their customers to give their feedback on services and products innovation at the centers for further development. The study also recommends that Huduma centers directors should encourage the employees to come up with new ways to better service delivery. Huduma centers should also address the issue of lack of adequate and sufficient finance since it poses a major challenge to development of innovations at the centers.

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