

THE EFFECT OF THE IMPLEMENTATION OF THE SERVICE CHARTER ON
SERVICE DELIVERY IN THE TELECOMMUNICATIONS SECTOR – A CASE STUDY
OF COMMUNICATIONS COMMISSION OF KENYA

by

Silas M. Maina
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In accordance with Daystar University policies, this thesis is accepted in partial fulfillment of requirements for the Master of Business Administration.

Date:

Prof. Peter Ngunjiri, PhD
Supervisor

Stephen Manyika, PhD
Reader

Thomas Koyier, MSc. (Business Administration)
HOD, Commerce Department

Muturi Wachira, DBA, MPhil, MSc, CPA (K), CPS (K)
Dean, School of Business and Economics

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TABLE OF CONTENTS

APPROVAL	ii
DECLARATION.....	iii
ACKNOWLEDGEMENTS.....	iii
TABLE OF CONTENTS.....	v
LIST OF TABLES	vii
LIST OF FIGURES.....	vii
ACRONYMS AND ABBREVIATIONS	ix
ABSTRACT.....	x
CHAPTER ONE.....	1
INTRODUCTION AND BACKGROUND TO THE STUDY.....	1
Introduction	1
Problem Statement.....	4
Purpose of the Study	5
Objectives of the Study	6
Research Questions.....	6
Justification of the Study	6
Significance of the Study	7
Assumptions	8
Scope.....	8
Limitations and delimitations of the Study.....	8
Summary	9
CHAPTER TWO.....	10
LITERATURE REVIEW.....	10
Introduction	10
Definition of Service Charter.....	11
Genesis of Service Charters.....	13
Global adoption of Service Charters.....	15
Adoption of Service Charters in Africa	18
Adoption of Service Charters in Kenya	20
Service Charters in the Telecommunications and Regulatory Sector.....	22
Challenges faced by Organizations in the implementation of Service Charters	24
Theoretical Framework.....	24
Public Policy in Public Administration	25
Policy Implementation	26

Theory of Good Governance	27
New Public Management (NPM) theory.....	29
Conceptual Framework	31
Summary	32
CHAPTER THREE.....	33
RESEARCH METHODOLOGY	33
Introduction	33
Research Design	33
Population of study	34
Sample Size	34
Sampling Design	35
Types of Data.....	38
Data Collection Tools	38
Data Collection Procedures	41
Questionnaire Pre-Testing.....	41
Data Analysis	41
Ethical Considerations	42
Summary	43
CHAPTER FOUR.....	44
DATA PRESENTATION, ANALYSIS AND INTERPRETATION	44
Introduction	44
Response Rate.....	44
Profile of the respondents and Interpretations	45
Analysis of the awareness of the implementation of the Service Charter.....	47
Analysis of the factors that motivated CCK to develop a Service Charter	49
Analysis of the challenges that CCK has faced in the implementation of the Service Charter	51
Analysis of the impact of Service Charter implementation to service delivery in CCK.....	53
Summary of findings	62
Summary	62
CHAPTER FIVE.....	63
DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS	63
Introduction	63
General Information on the Respondents.....	63
Factors that motivated CCK to develop a Service Charter.....	64
Challenges that CCK has faced in the implementation of the Service Charter	66
Effect of Service Charter implementation to service delivery in CCK.....	67
Conclusions	69
Recommendations.....	70
Area of further research	71
Summary	71
REFERENCES.....	72
APPENDICES.....	80
Appendix I: Questionnaire for CCK staff	80
Appendix II: Questionnaire for CCK customers.....	85
Appendix III: Timeline	88
Appendix IV: Budget.....	89
Appendix V: CCK Service Charter	90

Appendix VI: Permit from the National Council for Science and Technology CCK Service Charter. 90

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I declare that this thesis is my original work and has not been submitted to any other college or university for academic credit.

Signed: _____
Silas M. Maina

Date: _____

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LIST OF TABLES

Table 2.1: Peak periods of international activity on customer Service Charters	17
Table 3.1: Sample size	35
Table 4.1: Age of respondents for CCK staff	46
Table 4.2: Academic qualifications of the respondents from CCK staff	46
Table 4.3: Length of time worked for CCK for CCK staff.....	47
Table 4.4: Length of time CCK customers' have dealt with CCK.....	47
Table 4.5: Factors that motivated CCK to develop a Service Charter.....	51
Table 4.6: Challenges faced by CCK in implementing the Service Charter	52
Table 4.7: Greater value delivery of CCK's Service Charter	54
Table 4.8: Satisfaction levels for services provided by CCK	56

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LIST OF FIGURES

Figure 2.1: Characteristics of Good Governance.....	27
Figure 2.2: Conceptual Framework.	31
Figure 4.1: Level of support for the implementation of a Service Charter in CCK	49
Figure 4.2: Awareness of factors that motivated CCK to develop a Service Charter ..	50
Figure 4.3: Sufficient briefing for achievement of Service Charter commitments.	55
Figure 4.4: The importance of the Service Charter in the work of CCK's employees.	56
Figure 4.5: Support for the implementation of the Service Charter in CCK	58
Figure 4.6: Feedback from staff on comparison of customer satisfaction levels.....	59
Figure 4.7: Feedback from customers on comparison of customer satisfaction levels	59
Figure 4.8: Adherence of the CCK staff to the Service Charter deliverables.....	60
Figure 4.9: CCK staff feedback on improvement in service delivery	61
Figure 4.10: CCK customers' feedback on improvement in service delivery	61

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ACRONYMS AND ABBREVIATIONS

AMDIN	African Management Development Institutes Network
CCK	Communications Commission of Kenya
NPM	New Public Management
OECD	Organization for Economic Co-operation and Development
PCK	Postal Corporation of Kenya
RBM	Results-Based Management
SC	Service Charter, also known as Service Delivery Charter, Citizens Charter or Client Charter
SPSS	Statistical Package for Social Sciences
USA	United States of America

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ABSTRACT

In a rapidly changing context where efficiency, effectiveness and competence of state institutions are being questioned, it is imperative for the state agencies to strive for improvement in performance. In order to assure their customers of quality services organizations are now providing their customers with a Service Charter. A Service Charter is a high level document, endorsed at a senior level, which briefly and clearly states the generic standard of service that any customer or user can expect from an organization. The research explored the effect of Service Charter implementation to service delivery at the Communications Commission of Kenya (CCK). The key objectives of the study were to determine the factors that motivated CCK to develop a Service Charter, to establish the challenges that CCK has faced in the implementation of the Service Charter and to find out CCK customer's expectations after the adoption of the Service Charter and the extent to which they have been met. The target population comprised of CCK staff and customers, and the data collection tools that were used were questionnaires. A total of 45 questionnaires were analyzed. The study found out that the implementation of the Service Charter in CCK had improved service delivery in the core services of CCK. The study recommended for organizations who implement the Service Charter to involve their stakeholders in the process and to have mechanisms for frequent monitoring and evaluation of the adherence to and relevance of the Service Charter.