

# European Journal of Business and Strategic Management (EJBSM)

## **BUSINESS PROCESS REENGINEERING AND SERVICE DELIVERY IN HUDUMA CENTERS IN KENYA**

**Florence Jane Wangui Kamau, Dr. Gladys Rotich and Dr. Kennedy  
O. Ogollah**

Strategy

## BUSINESS PROCESS REENGINEERING AND SERVICE DELIVERY IN HUDUMA CENTERS IN KENYA

<sup>1\*</sup> Florence Jane Wangui Kamau

<sup>1</sup>PhD Candidate: Jomo Kenyatta University of Agriculture and Technology

\*Corresponding Author's Email: [florencekamau95@yahoo.com](mailto:florencekamau95@yahoo.com)

<sup>2</sup> Dr. Gladys Rotich

Department of Commerce and Economic Studies, JKUAT

<sup>3</sup>Dr. Kennedy O. Ogollah

Department of Business Administration, University of Nairobi

### Abstract

**Purpose:** Most public service institutions are generally different in design and operation compared to several years back. The advances in technology and consumer demand have resulted to public institutions adjusting periodically. New technological development has pushed most governments to modernize their systems in order to address their citizens' demands for reliable and efficient services. As such, the Huduma Program of Kenya was launched in 2013 as a framework through which, a variety of channels advancing citizen-centric public services are supported through the use of digital technology at one stop centres throughout the country. The purpose of the study is to examine the effect of Business Process Re-engineering on service delivery in Huduma centers in Kenya.

**Methodology:** The methodology used by the researcher used both quantitative and qualitative through the administration of questionnaires that were used as a data collection tool to study a target population of 51 Huduma Centres across the 47 counties in Kenya and an entire population of 153 respondents working at the management level in all operational Huduma centres in Kenya. Hypotheses were tested using regression analysis and Pearson's Product Moment Correlation analysis. The study findings were presented in both tables and figures.

**Findings:** the study findings revealed that the Huduma centers conduct frequent evaluations of their business processes that affect the delivery of public services they offer. Findings established that Business Process Reengineering practice has statistically significant effect on public service delivery with a p value (0.000) which was less than the conventional probability of 0.05 significance level. The results implied that business process re-engineering is a good predictor of service delivery. The findings have also recognized the role of business process re-engineering as a critical factor affecting one stop shop operations in Kenya. However, there is a need to re-examine the present processes involved, analyze them, and redesign them to be more efficient and cost-effective. These practices must be positive in character in order for citizens to easily use government services. As a conclusion, the results have addressed the knowledge gap in the administration of the Huduma Centres in Kenya.

**Unique Contributions to Theory, Practice and Policy:** The study recommended that to enable institutions to redevelop their business procedures through the acknowledgement of which business processes are obsolete and can be eliminated, group related operations, substitute old machines with others, retain gangways and hold business sectors with high frequency.

**Keywords:** *Business Process Reengineering (BPR), Huduma Centres and Service Delivery*

## INTRODUCTION

Business Process Reengineering is a strategy and management technique that generates significant changes in crucial components of strategy, processes, technology, and human resources. According to Carter (2015), reengineering means the necessity to reorganize as a result of changes in the business environment, with restructuring implying having a system and process in place for success. Organization depicts the unit's structural and procedural elements that must be optimized, such as phase ranking, organizational component arrangement, effort and process distribution, and communication between them. The traditional paradigm of public service administration and delivery is complemented by a market-oriented public sector or corporate system focused on the notions of bureaucratic control, strategy and centralization, central regulation, and self-reliability (World Bank, 2018). In order to meet these expanding expectations, the public sector must constantly rethink its position, strengthen its customer focus, and develop integrated service delivery models. If such models are to achieve the intended results, they must be more durable and trustworthy in meeting customer requirements (Bhatti, Olsen & Pedersen, 2011). This guarantees that all decisions, from policy formulation to architecture to implementation, are centered on consumer needs.

Service delivery involves all the aspects relating to when, how, and where a service is delivered to a customer, and whether it is fair in nature. Service components are usually not always physical products, but instead are a combination of resources (skills and materials) that must be appropriately planned and designed. Service delivery is key in ensuring that governments meet commitment to citizens as well as realization of development. Its components are often not physical entities, but rather are a combination of processes, people skills, and materials that must be appropriately integrated to result in the 'planned' or 'designed' service (Martins & Ledimo, 2015).

Business Process Reengineering is a significant approach that has been adopted and praised as one of the businesses' new major drivers of transformation. It is necessary to implement enhanced value-for-money procedures that decrease waste and redundancy while providing an effective customer transit the experiences a customer gets while dealing with service providers (Makayenza, et al., 2013). The public sector will deliver programs that the public desires for its well-being as a crucial role of government and its institutions. To do this, government bodies require institutions and adequately qualified employees to help them in delivering the programs over which they have control. In Kenya, one such model is the Huduma Center program, which was created to enable integrated service delivery so that citizens would readily access government services. Huduma Centre is one of the devolved models within the one-stop shop platform developed by the Kenyan government in 2013 to solve the difficulties conveyed by the centralized system (GoK, 2013). The introduction of Huduma Centres in Kenya has made it easier for citizens to advance their right to timely and trustworthy government services while simultaneously reducing bureaucracy (Huduma Kenya, 2021).

According to the Huduma Secretariat (2014), challenges resulting from centralized governance practices include insufficient access to public services due to a lack of a structured framework, multiple entry points for a single service, and silos established by public organizations that result in duplication of services and waste of vital resources. Nonetheless, given BPR's capability and performance, the majority of public-sector organizations employ the technique on an ad hoc basis. Furthermore, the conflicting results of government organizations that have adopted BPR lead to the

premise that there is still a disparity in knowledge concerning BPR's influence on process quality implementation (O'Neill & Sohal, 1999). Most organizational procedures are straightforward and effective when they are first implemented. Nonetheless, when sub-processes are introduced to control anomalies, shift to the market climate, and growing customer need and demand, the systems themselves become increasingly intricate and unreliable. By providing a solution to these dynamic, inefficient, and costly corporate processes, business process reengineering has become a subject of scientific investigation (Kagongo, 2016).

According to Sonia Pearson (2019), BPR tends to operate as an alternative to business process management, which has progressively superseded it in prominence, and so, with the rapid pace of technological advancements greater than ever before, BPR becomes considerably more significant than before. In order to improve service quality in various organizations, business process reengineering is necessary. Reengineering include an examination of organizational operations, administrative tactics, worker responsibility and success indicators, pay programs, the expansion of knowledge, and the use of information technology (Magara & Muturi, 2019). The most significant advancements in the design and function of One Stop Shop are related to technology (UNDP, 2017). Governments that implement a digital one-stop shop face a plethora of challenges, despite the fact that the concept has a long-term impact on cost reduction in public service delivery through improving customer satisfaction (Scholta et al, 2019). However, it is unclear whether Huduma Centres' One Stop Shop concept has an impact on public service delivery. It is against this backdrop that the study seeks to identify whether Business Process Reengineering affects service delivery in Huduma Centres in Kenya.

### **Statement of the Problem**

The demand for public services from governments has contributed to them embracing BPR strategies with the drive to attain higher levels of efficacy and to advance quality and reliability of service provision. Singapore adopted a one-stop shop strategy to deal with misdirected public feedback or cross-agency problems. This was done with the idea that knowing the demands of people at various stages of their lives and using a customer-centric point of view to influence the design of services takes life cycle in service provision to a new level (UNDP, 2017). Kenya, on the other hand, has traditionally depended on centralized government to offer services to its citizens since independence. As a result, a rift has formed between the services provided and the aspirations of citizens.

Most citizens want public service delivery to be individualized and tailored to their own needs, and they rely on the government to keep on track with innovations that have been implemented throughout their lifetimes. They require access to high-quality, Just-in-Time (JIT), convenient, efficient, and cost-effective services (GOK, 2014). This has prompted the implementation of the one-stop concept model, which is a centralized platform for offering residents with e-government services. It comprises employing an information technology platform as an enabler to give a single point of access to electronic services and information provided by various government entities (Wimmer & Tambouris, 2002). The technique results in a unified forward-facing office in which distinct departments remain autonomous and data may still be delivered to them after being obtained for storage in their own data-bases (Scholta et al, 2019).

Several research on public service delivery at one-stop shops, as well as Business Process Reengineering in public institutions, have been done. The key obstacles faced in the implementation of the Huduma Centers, according to Berenike Schott et al. (2017), were cooperation among the numerous institutions engaged in their management, personnel, and monitoring. Wafula (2015) discovered issues ranging from inadequate partnerships between government offices and Huduma centers, resulting in delays, long queues, and internet outages. The scope and complexity of the process of providing continual quality public services to residents makes it an ambitious and demanding endeavor. As a result of the limitations identified above, as well as the fact that just a few studies have been conducted in this field, it is clear that there is a research gap. This study objective therefore intends to establish how business process re-engineering affects service delivery in Huduma centers in Kenya targeting all the Huduma Centers in the 47 counties in Kenya.

### **Objective of the Study**

To determine the effect of the Business Process Re-engineering on the delivery of service at Kenya's Huduma centres.

### **LITERATURE REVIEW**

Business process reengineering (BPR) is defined by Motwani, Kumar, Jiang, and Youssef (2015) as the radical restructuring of a business process to achieve substantial improvements in performance indicators such as cost, quality, service, and speed. Hammer & Champy (1993) describe BPR as "the radical redesign of a business process in order to achieve major improvements in performance indicators such as cost, quality, service, and speed." According to Carter (2015), reengineering means the necessity to reorganize owing to innovation in the business environment, with restructuring implying having a system and method for success. According to Lindsay, Downs & Lunn (2006), BPR entails a periodic review of business processes as well as changes in overall organizational processes and structures, management systems, employee responsibilities and performance measurements, incentive systems, skill development, and information technology use. According to Igartua, Garrigos, and Hervas-Oliver (2014), BPR may be used to design an organizational structure that focuses on successful service delivery by developing customer-oriented services.

Osano (2009) did a study on factors Influencing Performance of Business Process Reengineering Projects in Kenya: Case of Kenya Commercial Bank. Employee participation and training on the importance of business process reengineering were shown to have a beneficial impact on project success at KCB Ltd. The survey also discovered that staff at KCB Ltd were informed about business procedures and the need for change early enough, reducing the likelihood of resistance. Wanjiku (2015) conducted research at the UAP insurance firm on business process reengineering and operational effectiveness. According to the findings of this study, BPR is crucial in aiding the UAP with many areas of Customer Relationship Management. Achieng (2014) conducted study on the business process reengineering of Kenya commercial bank. The purpose of this study was to look at potential links between business process reengineering and operational effectiveness in business processes. This study discovered that organizations must assess their business procedures in order to attain increased performance and a long-term strategy for corporate development. In their paper effect of reengineering strategies on organizational performance, Magara and Muturi (2019) noted

that the Huduma Centre has driving strategies that facilitate change by pushing personnel in the desired direction, and the organization uses reengineered strategies by technology to save time and improve accuracy.

Graham (2010), on the other hand, observes that "worker uncertainty pushes out ambition." Less optimism can wreak havoc on the organization's re-engineering initiatives. It is evidently impossible to change the workplace culture since culture has been deeply established in the everyday working lives of many organizations' workers over many years of operation. As a result, reengineering business processes will be a substantial task since the necessary cultural transformation must be accomplished with the right enhancements to the business process, but it will be a critical benefit if done correctly.

## **RESEARCH METHODOLOGY**

The researcher adopted a descriptive research study applying the cross sectional research design in order to establish how business process re-engineering affects service delivery in Huduma centers in Kenya. The study population consisted of managers at Huduma centers made up of the center manager, deputy center manager and the ICT manager. The study population was 51 Huduma centers in all the 47 counties with a sample size of 153 respondents working at management level. The researcher believes that by looking at the whole population as the sample size the study will give a more conclusive result given that each center has its own dynamic range of success and challenges. A researcher administered questionnaire was used as the primary tool to collect data from the sample so as to achieve a higher feedback rate. The questionnaire contained both open and closed questions set prior to the study using nominal and ordinal scales of measurement. Questions included topics on innovative culture, leveraging ICT, integration of services, multiple delivery channels, citizen participation and business process reengineering. The researcher also clarified orally the intent and questions of the study to help the respondents comprehend the questions presented to them in order to obtain accurate input. Statistical software SPSS was used to analyze quantitative data research and then frequency tables, mean scores, charts used to interpret the data. To determine relationship between dependent variables and independent variable and how they relate, statistically based inferential tools including correlation and regression were used.

## **FINDINGS AND DISCUSSION**

### **Descriptive Results**

The goal of the research was to examine how business process reengineering impact the provision of services in Kenya's Huduma centres. The respondents were asked to indicate how business process re-engineering has affected service delivery in their organizations. The responses are shown in table 1.

**Table 1: Effect of business process reengineering**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
No Effect At All	1	0.7
Little Extent	2	1.4
Moderate Extent	19	13.5
Great Extent	67	47.5
Very Great Extent	52	36.9
<b>Total</b>	<b>141</b>	<b>100.0</b>

The findings revealed that most of the respondents represented by 47.5% indicated that business process re-engineering had affected service delivery in their organizations to a great extent, followed by 36.9% who indicated that business process re-engineering had affected service delivery in their organizations to a very great extent, then 13.5 who indicated that business process re-engineering has affected service delivery in their organizations to a moderate extent and 1.4% who indicated that business process re-engineering has affected service delivery in their organizations to a little extent. Only 0.7% indicated that business process re-engineering has not affected service delivery in their organizations at all. Furthermore, the respondents were asked to state to what degree they believed that the elements of business processes reengineering in their organization had influenced public service delivery. The findings are presented in table 2.

**Table 2: Descriptive results for business process re-engineering**

	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>Std Dev</b>
We have periodical review of our business processes	1.44%	5.76%	21.58%	35.25%	35.97%	3.99	0.97
Adjustments of our business processes are done after every review	1.42%	5.67%	30.50%	36.88%	25.53%	3.79	0.94
Employees are constant trained about the changes in our business processes	5.76%	13.67%	24.46%	28.06%	28.06%	3.59	1.2
Placement of employees is based on audits and merits	4.26%	8.51%	28.37%	34.75%	24.11%	3.66	1.07
Our organization has been redesigned several times since it begun	7.09%	12.77%	29.08%	36.17%	14.89%	3.39	1.11
Linking parallel activities has enhanced service delivery	1.42%	1.42%	7.09%	45.39%	44.68%	4.3	0.78
All employees have clear understanding of the organizations processes and reengineering processes in place	2.84%	6.38%	13.48%	38.30%	39.01%	4.04	1.02
<b>Average</b>						<b>3.82</b>	<b>1.01</b>

### **Periodical Review**

The researcher wanted to learn from the respondents how Huduma Centers periodically evaluate their business processes. From the findings, 35.97% of the respondents strongly agreed and 35.25% agreed yielding 71.22% of the respondents who agreed that their centers have periodical review of their business processes. Meanwhile, 21.58% of the respondents were neutral while 5.76% disagreed and 1.44% strongly disagreed. This implied that the Huduma centres have periodical review of their business processes which could have influenced their service delivery. This is in line with Lindsay, Downs and Lunn (2016), who suggest that BPR includes frequent analysis of business processes and modifications in organizational procedures and frameworks as a whole, management systems, employee accountability and performance assessment mechanisms, enabling programs, the acquisition of expertise and the usage of IT.

### **Adjustment of business processes**

The researcher sought to find out from the respondents if the Huduma centres adjustments of business processes are done after every review. From the findings, 25.53% of the respondents strongly agreed and 36.88% agreed yielding 62.41% of the respondents who agreed that Adjustments of business processes are done after every review. Meanwhile, 30.50% of the respondents were neutral while 5.67% disagreed and 1.42% strongly disagreed. This implied that the Huduma centres did adjustments of business processes after every review which could have influenced their service delivery. This is in line with Sharma et al. (2014), who suggested that business process reengineering includes transformed processes which form part of a larger framework that enables businesses to empower themselves to provide market solutions and inventions utilizing modern technologies.

### **Employee Training**

On the statement that employees are constantly trained about the changes in our business processes, 28.16% strongly agreed and another 28.06% agreed that Employees are constant trained about the changes in business processes, giving a total of 56.16% who agreed that employees are constantly trained about the changes in our business processes. Some 24.46% were neutral, 13.67% disagreed and 5.76% strongly disagreed. This implied that Employees are constantly trained about the changes in business processes which may have influenced service delivery in the Huduma centres. This correlates to Goksoy et al. (2012) that no reengineering initiative is feasible without first reskilling and retraining workers who actually operate the new process.

### **Placement of employees based on audits and merits**

The researcher sought to find out from the respondents if the Placement of employees is based on audits and merits. From the findings, 24.11% of the respondents strongly agreed and 34.75% agreed summing to 58.86% of the respondents who agreed that Placement of employees is based on audits and merits. Meanwhile, 28.37% of the respondents were neutral while 8.51% disagreed and 4.26% strongly disagreed. This implied that placement of employees is based on audits and merits as part of business process re-engineering and this could have influenced service delivery. This finding is in line with Goksoy et al. (2012) who posit that the human resource enablers focus on new process skills, job motivation and human resource policies. The human factor plays an important role in the daily operations, performance and success of organizations.



### **Redesigning**

On the statement that our organization has been redesigned several times since it began, 14.89% strongly agreed and another 36.17% agreed giving a total of 51.06% who agreed that their organization has been redesigned several times since they began. Some 29.08% were neutral, 12.77% disagreed and 7.09% strongly disagreed. This implied that Huduma centres had been redesigned several times since they began as part of business process reengineering. This could have had an effect on service delivery. This finding corroborates that of Mwangi (2021) who found that Huduma centres in Kenya had been redesigned severally to keep abreast with modern technology.

### **Linking parallel activities**

The study sought to find out from the respondents whether linking parallel activities has enhanced service delivery. From the findings, 44.68% of the respondents strongly agreed and 45.39% agreed yielding 90.07% of the respondents who agreed that linking parallel activities has enhanced service delivery. Meanwhile, 7.09% of the respondents were neutral while 1.42% disagreed and 1.42% strongly disagreed. This implied that Linking parallel activities as part of business process reengineering has enhanced service delivery. This supports the results by Magutu, Onger, and Mwangi (2015) who also noted that linking parallel activities in organization also enhanced efficient service delivery and subsequent customer satisfaction.

### **Employees Understanding Organizations Processes and Reengineering Processes in Place**

The researcher sought to find out if all employees have clear understanding of the organizations processes and reengineering processes in place. From the results, 39.01% strongly agreed and 38.30% agreed, totaling to 77.31% of the respondents who agreed that all employees have clear understanding of the organizations processes and reengineering processes in place. Meanwhile, 13.48% neither agreed nor disagreed and 9.22% disagreed. This indicated that all employees have clear understanding of the organizations processes and reengineering processes in place, which could have impacted the service delivery. Zairo and Sinclair (2014) outline the key factors linked to change management and the growth of a culture of success practice to include leadership, commitment, training and education, the establishment of an atmosphere of change and the enhancement of the receptiveness of the organisation to change.

### **Correlation Analysis**

Correlation analysis was done to determine the relationship between Business Process Re-Engineering and service delivery in Huduma centers in Kenya

**Table 3: Correlation analysis between business process re-engineering and service delivery**

		Service delivery	business process re-engineering
Service delivery	Pearson Correlation		
	Sig. (2-tailed)		
Business Process Re-engineering	Pearson Correlation	0.450**	1
	Sig. (2-tailed)	0.000	

The results in table 3 revealed that there was a positive and significant association between business process re-engineering and service delivery ( $r = 0.450$ ,  $p = 0.000$ ). This implies that an increase in business process re-engineering resulted in an improvement in service delivery. This finding is in line with that of by Igartua, Garrigos and Hervas-Oliver (2010) whose study revealed that through defining and reengineering critical processes in the business, BPR allows businesses to improve efficient operations and client interactions and to minimize the period taken to deliver expense, price, consumer loyalty and value for shareholders. It also supports study findings by Schultz et al., (2013) which showed that Business Process Reengineering through change in the overall organizational processes and structures, management systems, employee tasks and performance measurements, motivation systems, skill growth, and the use of information technology supports the organization to achieve its goals and also enhances service delivery.

**Regression Analysis**

Regression analysis was used to examine whether business process re-engineering influences service delivery in Huduma centers in Kenya.

**Table 4: Model fitness for business process re-engineering**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.450 <sup>a</sup>	.203	.197	.39612

The findings in table 4 presented the fitness of model of regression used in explaining the relationship between business process re-engineering and service delivery. Business process re-engineering was found to be satisfactory in explaining service delivery business process re-engineering explains 19.7% of service delivery. The results meant that the model applied to link the relationship. This also implies that 80.3% of the variation in the dependent variable is attributed to other variables not captured in the model.

**Table 5: Anova for business process re-engineering**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.547 1		5.547	353.51	.000 <sup>b</sup>
Residual	21.811139		.0157		
Total	27.358140				

The findings in Table 5 shows the results on the analysis of the variance (ANOVA). The results showed that the model was statistically significant. This was supported by an F statistic of 353.51 and the corresponding p value (0.000) which was less than the conventional probability of 0.05 significance level. The results implied that business process re-engineering is a good predictor of service delivery.

**Table 6: Regression of coefficients for business process re-engineering**

	B	Std. Error	t	Sig.
(Constant)	3.400	0.178	19.088	.000
Business process re-engineering	0.450	0.046	5.946	.000

Regression of coefficients results in table 6 revealed that business process re-engineering and service delivery are positively and significantly related ( $\beta = 0.450$ ,  $p = 0.000$ ).

Regression model:

$$Y_1 = 3.4 + 0.450 \text{ BPR}$$

Where  $Y_1$  = Service Delivery, BPR – Business Process Re-engineering

## SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### Summary

The study found that most managers agreed that business process re-engineering had an effect on service delivery in their centers. The study also found that there was periodical review of business processes in most centers. Additionally, findings showed that adjustments of business processes were done after every review in most centers. Findings also indicated that in most centers, employees were constantly trained about the changes in business processes. However, it was established that in some centers, employees did not have clear understanding of the organizational processes. Correlation results revealed that Business Process re-engineering and service delivery were positively and significantly related which was supported by the regression results which showed that business process re-engineering has a positive and significant relationship with service delivery.

### Conclusions

The study concluded that frequent analysis of business processes has a positive influence on service quality, customer satisfaction as well as firm efficiency. The study also concluded that redesigning of operation procedures results in improved service quality and customer satisfaction. In addition, management restructuring helps improve operational efficiency and customer satisfaction. Furthermore, it was concluded that adjustment of business processes enhances efficient service

delivery. The study also concluded that redesigning organizations to match customer needs enhances efficient service delivery. This conforms with Hammer (1993) there is need to re-look at the current processes involved in providing a service, analyse the processes and re-design them as efficient and cost-effective. Additionally, it was concluded that linking parallel activities enhances service delivery

### **Recommendations**

The study indicated that proper application of Process Integration has contributed to build a valuable information technology for better organizational performance. Thus, the organization should employ reengineered strategy enhanced by technology adoption to improve service and save time. The study found that there were no mobile applications for most of the services in Huduma centers; this study therefore recommends that the government ensures that services available at Huduma centres are also available through mobile services to enhance accessibility by all customers. The study also recommended that all staff should be trained on the various softwares used in providing services at the centres in order to improve on their competency and enhance customer satisfaction. The study suggests that there is a need to improve business processes to take advantage of automated technology based on lessons gained from the influence of business process re-engineering at Huduma Centres one-stop shop models on public service delivery in Kenya. As a result, service delivery paradigms will broaden in order to decrease redundancy and non-value-added activities.

## REFERENCES

- Achieng, N. D. (2014). Business process reengineering practices and performance of Kenya commercial bank. *Unpublished MBA Thesis*.
- Bhatti, Y., Olsen, A. L., & Pedersen, L. H. (2011). Administrative Professionals and the Diffusion of Innovations: The Case of Citizen Service Centers. *Public Administration*, 89 (2), 577.
- Carter, T. (2015). *The Aftermath of Reengineering: Downsizing and Corporate Performance*. New Delhi: Haworth Press
- Elizabeth Mwangi (2021). Enhancing Electronic Government Services in Public Organisation in Kenya.
- Goksoy, A., Ozsoy, B., & Vayvay, O. (2012). Business process reengineering: strategic tool for managing organizational change an application in a multinational company. *International Journal of Business and Management*, 7(2), 89.
- Government of Kenya (2013). *Public sector reforms; Kenya*.
- Government of Kenya (2016). *Public Service Delivery Innovation Strategy; Kenya*.
- Graham R. Sturdy (2010). *Business Process Reengineering: Strategies for Occupational Health and Safety* Cambridge Scholars Publishing 12 Back Chapman Street, Newcastle upon Tyne, NE6 2XX, UK
- Hammer, M. a. (1993). "Reengineering the Corporation", 1993, NY: Harper Business. New York.
- Huduma Kenya (2021). *The One-Stop Shop Government Services Policy*. Ministry of Public Service and Gender.
- Huduma Kenya, (2014). Our mandate. Retrieved from <http://www.hudumakenya.go.ke/>
- Igartua-Lopez, Juan, Albors, Jose & Hervas-Oliver, Jose Luis (2010). How Innovation Management Techniques Support An Open Innovation Strategy. VL - 53Research-Technology Management
- Kangogo Raymond Kipkemoi (2017). Factors influencing business process reengineering at kenya airways
- Ledimo, O & Martins, N. (2015). The perceptions and nature of service delivery among government employees: An Exploratory study. *Journal of Governance and Regulation*, Volume 4 (4), p 575 – 581
- Lindsay Ann, Downs Denise & Lunn Ken (2003). *Business processes - Attempts to find a definition* VL45. 10.1016/S0950-5849(03)00129-Information and Software Technology
- Magutu, Ongeru, & Mwangi (2015). *Modeling the effect of e-commerce adoption on business process management*. Case study of commercial banks in Kenya. *Communication of the IBIMA* , 8, 55-69.
- Makanyeza C., Kwandayi, H.P., & Ikobe, B.N. (2013). Strategies to Improve Service Delivery in Local Authorities. *International Journal of Information Technology and Business Management*, Vol. 15 (No. 1) (pp. 4 – 6, 9 – 10).

- Ng'aru, S. W., & Wafula, M. K. (2015). *Factors Influencing the Choice of Huduma Centers' Services (A Case Study of Mombasa Huduma Centre)*. Kenya.
- O'Neill, P., & Sohal, A. S. (1999). Business process reengineering a review of recent literature. *Technovation*, 19(9), 571-581. [https://doi.org/10.1016/S0166-4972\(99\)00059-0](https://doi.org/10.1016/S0166-4972(99)00059-0)
- Oyugi, W. (2015). The Performance of the Higher Civil Service on Policy Management.
- Pfeil, Helene; Schott, Berenike; Agarwal, Sanjay. (2017). *Human Rights-Based Assessment Tool for Citizen Service Centers : Moving Toward a Rights-Based Approach in Design, Strategy, and Implementation*. Citizen Service Centers; No. 5. World Bank, Washington, DC. © World Bank. <https://openknowledge.worldbank.org/handle/10986/27486> License: CC BY 3.0 IGO
- Scholta, Hendrik, Mertens, Willem, Kowalkiewicz, Marek, Becker, Jörg (2019). From one-stop shop to no-stop shop: An e-government stage model VL - 36 - 10.1016/j.giq.2018.11.010
- Schultz, Friederike, Castelló, Itziar & Morsing, Mette (2013). The Construction of Corporate Social Responsibility in Network Societies: A Communication View. VL - 115 Journal of Business Ethics
- Sharma, R., Mithas, S. and Kankanhalli, A. (2014) Transforming Decision-Making Processes: A Research Agenda for Understanding the Impact of Business Analytics on Organisations. *European Journal of Information Systems*, 23, 433-441. <https://doi.org/10.1057/ejis.2014.17>
- Sonia Pearson (2019). Business Process Reengineering (BPR): Definition, Steps, Examples I N Tallyfy Workflows AND BPM
- Sriyam, A. (2010). *Customer Satisfaction towards Service Quality of Front Office Staff at the Hotel*, Srinakharinwirot University, Bangkok, Thailand
- UNDP (2017). Re-inventing service delivery theory on one stop shop.
- Victor Magara & Prof. Willy Muturi (2019). Effect of reengineering strategies on organizational performance: a case of Huduma centre Kisii town, Kenya. *International Journal of Social Sciences and Information Technology* ISSN 2412-0294 Vol V Issue V, May 2019
- Wanjiku, M. E. (2015). Business process re-engineering and operational performance at UAP insurance company.
- Wimmer, Maria A. and Tambouris, Efthimios (2002). Online One-Stop Government: A working framework and requirements. 10.1007/978-0-387-35604-4\_9
- World Bank (2018). Improving public sector performance through innovation and inter-agency coordination.
- Zairi F.O & Sinclair T.O (2014), J. (2014). A process model of managing organizational change during business process redesign. *Business Process Management Journal*, 20(6), 971-998.