



SESSION 1

NEW TRENDS FOR AGILE, INCLUSIVE, AND PEOPLE CENTERED PUBLIC SERVICE DELIVERY

THE CASE OF HUDUMA KENYA

Presented By

CPA, BENJAMIN KAI CHILUMO

SECRETARY/CEO, HUDUMA KENYA SECRETARIAT

During

**THE AFRICA REGIONAL FORUM ON GOVERNANCE INNOVATION:
ADVANCING, AGILE, INCLUSIVE AND PEOPLE-CENTERED SERVICES
FOR ALL**

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Outline



OVERVIEW OF HUDUMA KENYA (HK)

- 1. Problem Statement**
- 2. The Solution – One-Stop Shop**
- 3. Implementation Status**
- 4. Key Achievements and Key Success Factors**
- 5. Challenges**
- 6. The Future**

THE PROBLEM STATEMENT – THE CASE OF KENYA

Citizens encountered **significant barriers** when seeking government services

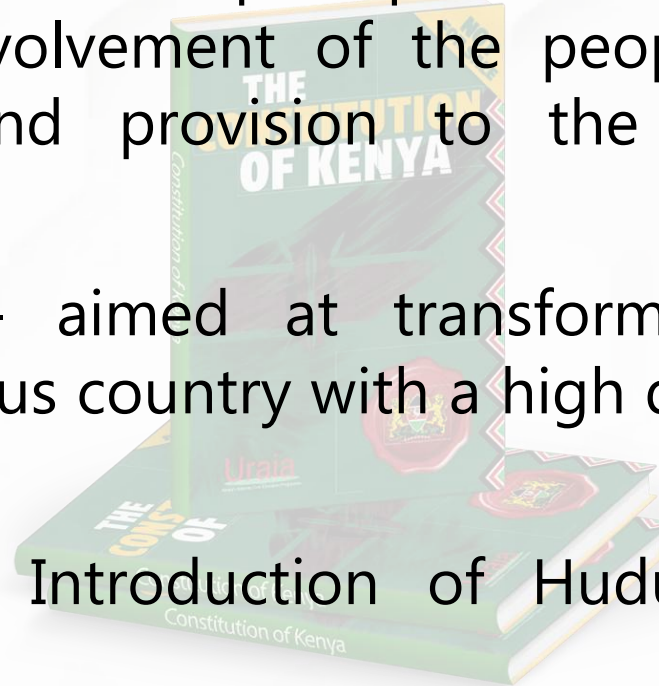
- i. Fragmentation of service delivery points** – requiring citizens to visit multiple government service delivery points.
- ii. Marginalization of government services** – requiring citizens to travel to the Provincial Headquarters to access government services.
- iii. Poor customer service** – resulting to dissatisfied customers.
- iv. Unavailable and inaccurate government information** – resulting to misinformed citizenry.



THE SOLUTION – ONE-STOP SHOP

Due to the outcry of citizens as a result of inefficiency in Public Service Delivery, Kenya implemented the below initiatives:

- I. Constitution of Kenya, 2010 (Article 232)** – High standards of professional ethics; responsive, prompt, effective, impartial and equitable provision of services; involvement of the people in the process of policy making; transparency and provision to the public of timely, accurate information.
- II. Kenya Vision 2030** – aimed at transforming Kenya into a globally competitive and prosperous country with a high quality of life for all citizens by the year 2030.
- III. The One-Stop Shop** – Introduction of Huduma Kenya Service Delivery Programme.



HUDUMA KENYA LAUNCH

Huduma Kenya was launched on **7th November 2013** with the mandate to transform public service delivery in order to ensure **efficient, effective, accessible** and **citizen-centric** services through **One-Stop-Shop platforms**.



HUDUMA KENYA GOVERNANCE

Huduma Kenya is established as a **Programme** by a **Gazette Notice**, which detailed the Huduma Kenya **Governance structure** as shown below

Service Delivery Summit

Chaired By H.E. the President, selected CSs as members

Technical Committee (TC)

CS Ministry Devolution and Planning (Chair), CS Ministry of Interior and Co-ordination of National Government (Co-Chair), selected PSs as members

Huduma Kenya Secretariat

Headed by a Secretary/CEO

HUDUMA KENYA GOVERNANCE – THE SUMMIT

The Summit is chaired by H.E. the President with select Cabinet Secretaries as members.

The Summit's functions are to:

- i. Provide the vision and overall policy direction and priorities for the Huduma Kenya
- ii. Ensure commitment at the highest level of Government to the Huduma Kenya;
- iii. Review the progress and address high level challenges of the Huduma Kenya; and
- iv. Approve the necessary policy, legislation, regulatory and institutional frameworks for successful implementation of the Huduma Kenya.

HUDUMA KENYA GOVERNANCE – TECHNICAL COMMITTEE

The Technical Committee is chaired by Cabinet Secretary (CS) responsible for Huduma Kenya, Co-Chair (CS) in charge of Interior and National Administration and select Principal Secretaries as members.

The Technical Committee functions are to, among others:

- i. Coordinate and implement the Huduma Kenya Service Delivery Programme including the sourcing and development of relevant management information systems and ICT infrastructure;
- ii. Approve the establishment of all Huduma Kenya Service Delivery Channels;
- iii. Review enabling policy, legal and institutional framework to support the implementation of the Huduma Kenya Service Delivery initiatives in the Government;
- iv. Ensure commitment at the highest levels of Government to Huduma Kenya

HUDUMA KENYA GOVERNANCE – HUDUMA KENYA SECRETARIAT

Huduma Kenya Secretariat is headed by Secretary CEO.

The Huduma Kenya Secretary functions are, among others:

- i. The day-to-day implementation of the Huduma Kenya Service Delivery Programme.
- ii. The implementation of the decisions of the Technical Committee.
- iii. The Management and Co-ordination of the Operations, Staff, Finances and Physical Facilities to support the Huduma Kenya Service Delivery Programme including the Huduma Centres.

Huduma Kenya is 100% funded by the Government of Kenya

IMPLEMENTATION STATUS

**4 OSS
platforms**

58 Huduma Centres

Huduma Mashinani

**Huduma Tele-
Counselling Centre**

Huduma eServices

**142 physical and
over 22,000
online services in
HK platforms**

**37 MDA and 35
Counties in the
OSS platforms**

**60,000
Customers served
daily**

**95%
Customer
satisfaction level**



THE CHANGE



Easy to identify staff



Open office design
and service halls



Consistent Branding



Multiple services
under roof



THE CHANGE

**Accessible and inclusive
government services**



KEY ACHIEVEMENTS

Huduma Kenya is a **cost-efficient solution**, reducing government infrastructure costs and making public services more accessible and affordable for citizens.

Happy customers have made Huduma Kenya the **trusted face of the Government**. Most customers prefer to be served in Huduma Centres than visit MDA offices.

Huduma Kenya has achieved its mandate of transforming government services

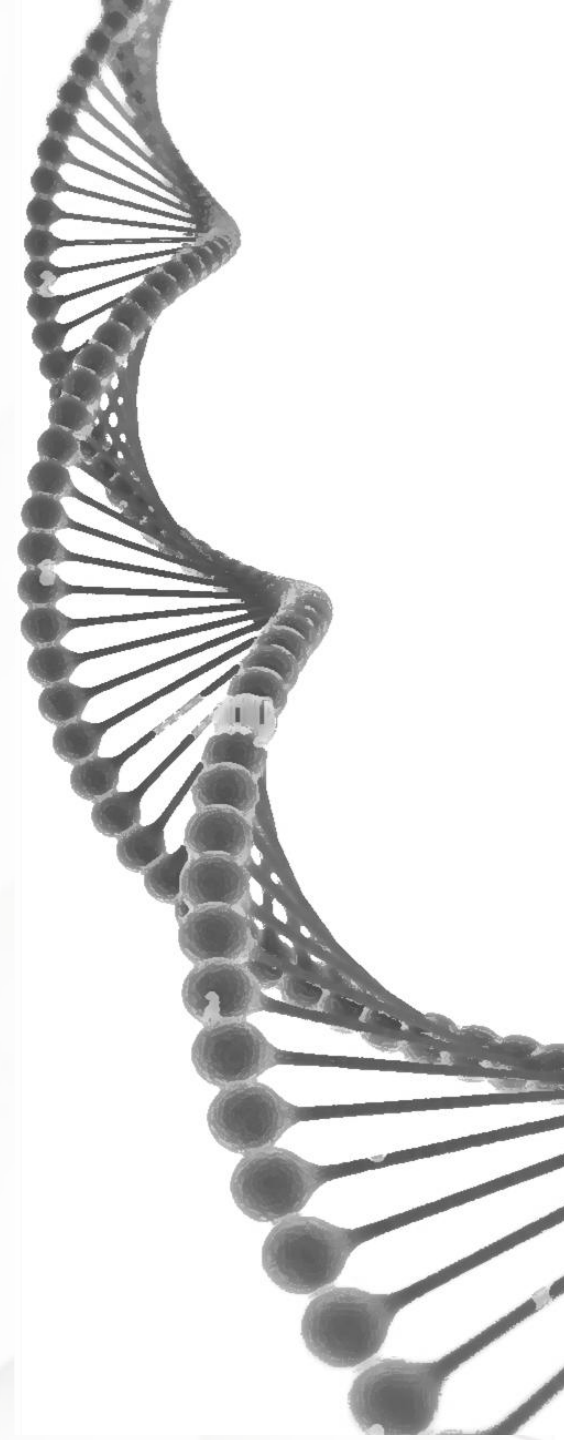
95%
Customer Satisfaction Lever
over the last 10 years

25
International, Regional, and
Local Awards

21
Benchmarking Exercises
from International and
Regional Countries

HOW DID HK ACHIEVE ITS SUCCESS?

- I. Devolution of Public services.**
- II. Mandatory Customer Service Excellence training** to change the mentality of Public Servants – **Huduma DNA.**
- III. Leveraging Information and Communication Technology** to provide services.
- IV. Huduma Kenya Customer Service delivery charter** to set service requirements.
- V. Establishment of customer feedback mechanisms** to enable public participation in service delivery.
- VI. Political goodwill** – to support the implementation of HK.



CHALLENGES

- I. Inadequate Huduma Centres**
- II. Legal Status of the Huduma Kenya Service delivery Programme**
- III. Reliance on Government Funding**
- IV. Lack of a law to compel Ministries, Counties, Departments and Agencies to deploy services in the HK OSS platforms**

THE FUTURE

The future of Huduma will be driven by **technology**.

I. Expansion of Huduma Centres to the Subcounty Level

II. Introduction of new service delivery platforms

- a. Huduma Digital Trucks
- b. Huduma Mlangoni
- c. Huduma Kenya Self-service Kiosk
- d. User-Tutorial portal and
- e. Digital Assistant



III. Roll out of the Huduma Kenya Universal Agent.

OUR GOAL

Our goal is to:

- 1. Make government services easily accessible to all Kenyans, eliminating the need for citizens to transverse counties/sub-counties in search of Government Services.**
- 2. Ensure inclusive, end-to-end service delivery at our service delivery platforms and improve customer satisfaction level such that every interaction leaves a smile on their faces.**



Service
with a
Smile

REFLECTION

10. PROVERBS 3:27

“Do not withhold good from those to whom it is due, when it is in your power to act.”

