HUDUMA KENYA DIGITALIZATION PLAN

MINISTRY OF PUBLIC SERVICE, GENDER AND AFFIRMATIVE ACTION
STATE DEPARTMENT FOR PUBLIC SERVICE
HUDUMA KENYA SECRETARIAT

2023/2024 - 2025/2026

HUDUMA KENYA DIGITALIZATION PLAN

CONTENTS

> **Government Services Available Anytime, Anywhere to All**

CABINET SECRETARY
HON. AISHA JUMWA KATANA

The Public Service plays a strategic role in the implementation of public sector transformation reforms and Government development priorities. Therefore, an integrated public service is pivotal towards the delivery of efficient, effective and citizen-centric public services.

Digitalization of Public Service is a priority focus area of the Government, with the Government committing to digitize and automate 80% of critical Government services.

The Public Service, therefore, has to adopt and embrace new mechanisms that align with the Government's Digitalization Agenda. This will see a paradigm shift in Government standards and service delivery approaches from traditional models to round-the-clock and agile service delivery models, with staff offering multiple services from different Ministries, Counties, Departments and Agencies.

The Huduma Kenya Digitalization Plan will reposition the Huduma Kenya Service Delivery Programme to align with the Government's Digitalization Agenda. The Plan proposes to deepen access to Government digital services through the introduction of new platforms and revamping the existing Huduma Kenya platforms to offer self-service, in-person and assisted services.

This shift heralds a new dawn on customer experience which enhances the accessibility of Government services to all Citizens including Digitally Disadvantaged Persons and Persons with Disabilities.
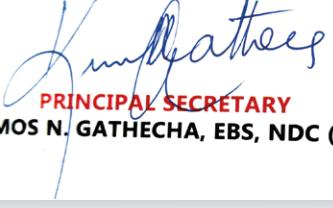
> **The implementation of this Plan will deepen access to Government services**

PRINCIPAL SECRETARY
AMOS N. GATHECHA, EBS, NDC (K)

The Huduma Kenya Service Delivery Programme plays a vital role in providing highly sought-after citizen-facing Government Services through its One-Stop-Shop Huduma Kenya service delivery platforms.

These Huduma Kenya service delivery platforms have over time become the most popular Government service points. Citizens appreciate the convenience that results from accessing Government services from a single service point.

The Digitalization Plan is cognizant of the need to reposition the Huduma Kenya Service Delivery Programme to complement the Government's Digitalization Agenda. Huduma Kenya will establish platforms that are responsive to the current and emerging needs of citizens in a high demand and dynamic service environment.

Consequently, the successful implementation of this Plan will support the Government towards the realization of the bottom-up economic agenda by enhancing access to digitalized Government services.

ACKNOWLEDGEMENT

> " Customer Service Excellence is realized through Customer Obsession

Ag. SECRETARY/CEO
MUGAMBI NJERU

The development of the Huduma Kenya Digitalization Plan has been made possible through the support and involvement of the Huduma Kenya Fraternity.

The Huduma Kenya Leadership appreciates the guidance and support of the Cabinet Secretary, Ministry of Public Service, Gender and Affirmative Action and the Principal Secretary, State Department for Public Service. Their Leadership has been critical towards the successful preparation of this plan.

I acknowledge the Huduma Kenya Leadership, the Huduma Kenya Secretariat, the Digitalization Plan Team, Huduma Centre Managers, Huduma Centre staff and Huduma Service Leaders for their immense contribution towards the development of this plan.

The Plan is citizen-centric and all strategies aim at delivering Service Excellence and therefore, enhancing customer experience in every interaction with Huduma Kenya.

The Plan opens a new Chapter in the transformation of Public Service Delivery and strengthens Huduma Kenya's position as the preferred and trusted single-point for accessing Government Services.

I am confident in our collective ability to implement the strategies in this Huduma Kenya Digitalization Plan through our underlying organizational culture, diligence, commitment and team work.

Huduma Kenya Service Delivery Programme (HKSDP) is a Kenya Vision 2030 Flagship Project established vide the Kenya Gazette Notice No. 2177 of 4th April, 2014. The Programme has the mandate to transform Public Service Delivery in order to ensure access to efficient, effective and citizen-centric services through One-Stop-Shop platforms.

Digitalization of Government services is a priority focus area for the Government, with the Government committing to digitize and automate 80% of critical Government services. The digitalization of Government is driven by, among others, the need to ensure: efficiency and effectiveness in the collection and use of public funds; transparency and accountability in the Public Service; better delivery of information and services to the citizens; and citizen/public participation, experience and empowerment.

This three-year Digitalization Plan (2023/2024-2025/2026) repositions Huduma Kenya Service Delivery Programme to enhance the inclusivity and accessibility of Government services in line with the Government's Digitalization Agenda. The Plan offers new ways to serve and empower Kenyans as they interact with the Government.

The Digitalization Plan aligns with both International and Local Policies and Frameworks. In Kenya, the plan aligns with the Constitution of Kenya 2010, Kenya Vision 2030, the Kenya Kwanza Manifesto and the Kenya Digital Masterplan 2022 – 2032, among others. Globally, the Digitalization Plan has taken account of the Sustainable Development Goals (SDGs) and Africa Agenda 2063.

The development of this Digitalization Plan adopted a participatory approach involving various internal and external stakeholders, that is the Ministerial, State Department and Huduma Kenya Leadership, the Huduma Kenya Secretariat, the Digitalization Plan Team, Huduma Centre Managers, Huduma Centre staff and Huduma Service Leaders.

The Digitalization Plan endeavours to achieve five (5) strategic objectives namely: enhanced customer convenience and experience through the Whole of Government customer support; enhanced Strategic Partnerships and Collaborations; enhanced customer experience through the implementation of Customer Service Excellence Standard; Climate Action; and Paperless Huduma Kenya.

The Plan has five (5) chapters addressing different thematic areas: chapter one outlines the HKSDP background, governance and its role in the country's Development policies and objectives; chapter two reviews the HKSDP Operating Environment including SWOT, PESTEL and Stakeholder Analysis in pursuit of implementing the plan; chapter three outlines the proposed strategies for each objective with intended outputs; chapter four presents the implementation framework to realize the Digitalization Plan and risks and mitigation strategies; while, chapter five details the Monitoring, Evaluation and Learning Framework.

The Huduma Kenya Digitalization Plan will be funded through the exchequer, partnerships/collaborations and revenue generated by the Programme.

The implementation of the Huduma Kenya Digitalization Plan will align the Programme with the Government's Digitalization Agenda and enhance customer experience and accessibility of Government services.

ACRONYMS AND ABBREVIATIONS

AAPAM	Africa Association for Public Administration and Management
AGPO	Access to Government Procurement Opportunities
API	Application Programming Interface
AI	Artificial Intelligence
ATM	Automated Teller Machine
BPO	Business Process Outsourcing
CEO	Chief Executive Officer
CCTV	Closed-Circuit Television
CRM	Customer Relationship Management
CSE	Customer Service Excellence
DDP	Digitally Disabled Persons
HELB	Higher Education Loans Board
HCTC	Huduma Contact and Tele-Counselling Centre
HKSDP	Huduma Kenya Service Delivery Programme
Huduma E&M	Huduma Electronic and Mobile Application
ICT	Information Communication Technology
IPRS	Integrated Population Registration System
LAN	Local Area Network
MCDA	Ministries, Counties, Departments and Agencies
MTP	Medium-Term Plan
NHIF	National Hospital Insurance Fund
NOFBI	National Optic Fibre Network Backhaul Initiative
NSSF	National Social Security Fund
PWD	Persons with Disabilities
SBA	Service by Appointment
SDGs	Sustainable Development Goals
SOP	Standard Operating Procedures
SWOT	Strengths, Weaknesses, Opportunities and Threats
Telcos	Telecommunications Companies
TMS	Track My Service
UNPSA	United Nations Public Service Award
USSD	Unstructured Supplementary Service Data
VDI	Virtual Desktop Infrastructure

Assisted services: Services that are provided to the customer with the assistance of technology and/or a staff representative.

Citizen/Customer: Persons seeking Government services.

Citizen-Centric: Placing citizens at the center of service delivery.

Customer Experience: The overall perception that a customer forms from their interactions with a company or organization.

County Service Delivery Committee: A committee chaired by the County Commissioner that guides on Huduma Kenya service delivery matters at the County Level.

Digitally Disadvantaged Persons: Persons who are unable to use digital technologies and online resources. This could be because of: Lack of access to technology, limited digital literacy and digital divide (geographical, socio-economic or cultural factors).

Government Services: A service offered by an MCDA which is either digital (self-service), in-person (face-to-face interaction) and/or assisted (technology/staff interaction).

In-person services: Services that are provided by a person directly to the customer, and typically involve face-to-face interactions.

Huduma Avatar: A citizen digital user profile for accessing Government services within the HKSDP platforms.

Huduma DNA: Huduma Kenya Core Values/Guiding principles that ensure service excellence to citizens. The Huduma Kenya DNA is Integrity, Passion, Courtesy, Innovation and Transparency.

Huduma Kenya: The Huduma Kenya Secretariat. It is mandated with the day-to-day implementation of the Huduma Kenya Service Delivery Programme, the management and coordination of the operations, staff, finances and physical facilities.

Huduma Kenya Service Delivery Programme Platforms: Platforms operationalized and maintained by Huduma Kenya Secretariat. These include, but are not limited to Huduma Centres, Huduma Contact and Tele-counselling Centre, Huduma Digital Assistant, Huduma Avatar, Huduma Mashinani, Huduma Mini-Centres, Virtual Huduma Centres, Self-service Kiosks, Huduma Mlangoni and Huduma Global.

Huduma Kenya Service Leaders: Staff appointed by MCDAs to coordinate service delivery of their respective MCDA services within the Huduma Kenya Service Delivery Programme.

Huduma Mlangoni: A program that brings Government Services to the place of your convenience on request.

Huduma Mashinani: A mobile outreach program that brings Government services closer to the people at the grassroots level.

One-Stop-Shop: The concept of offering multiple services or products to customers in one place.

Programme: Huduma Kenya Service Delivery Programme.

You don't need to rush
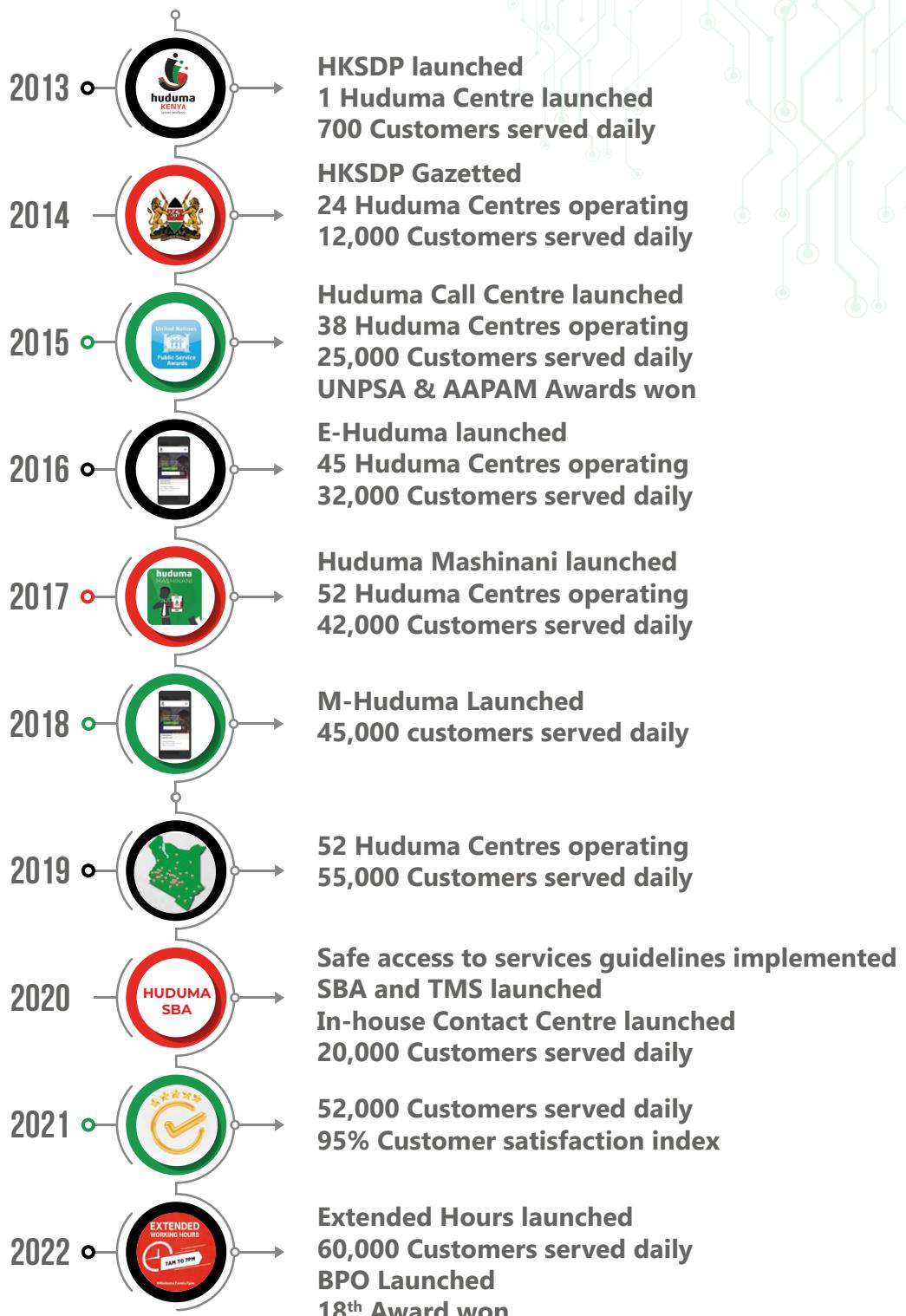
INTRODUCTION

THE JOURNEY

2013
HKSDP launched
1 Huduma Centre launched
700 Customers served daily

2014
HKSDP Gazetted
24 Huduma Centres operating
12,000 Customers served daily

2015
Huduma Call Centre launched
38 Huduma Centres operating
25,000 Customers served daily
UNPSA & AAPAM Awards won

2016
E-Huduma launched
45 Huduma Centres operating
32,000 Customers served daily

2017
Huduma Mashinani launched
52 Huduma Centres operating
42,000 Customers served daily

2018
M-Huduma Launched
45,000 customers served daily

2019
52 Huduma Centres operating
55,000 Customers served daily

2020
Safe access to services guidelines implemented
SBA and TMS launched
In-house Contact Centre launched
20,000 Customers served daily

2021
52,000 Customers served daily
95% Customer satisfaction index

2022
Extended Hours launched
60,000 Customers served daily
BPO Launched
18th Award won

INTRODUCTION

This Chapter presents the mandate of the Huduma Kenya Service Delivery Programme (HKSDP), the Governance Structure and the role of the Programme in the realisation of the Country's Development Agenda.

1.1   Huduma Kenya Service Delivery Programme

Huduma Kenya Service Delivery Programme is a Kenya Vision 2030 Flagship Project established vide the Kenya Gazette Notice No. 2177 of 4th April, 2014. The Programme has the mandate to transform public service delivery in order to ensure access to efficient, effective and citizen-centric services through One-Stop-Shop platforms.

The Specific Objectives of the Programme are:

   i.   To provide quality, accessible, dignified, and convenient public services to customers.
   ii.   To develop policy and legislation framework for Huduma Kenya Service Delivery Programme.
   iii. To develop, operationalize, support and maintain Huduma Kenya integrated service delivery platforms.
   iv.   To build human and institutional capacity to ensure transformation of public service delivery.
   v.   To establish and sustain partnerships, collaborations and linkages for Huduma Kenya integrated service delivery.
   vi.   To enhance innovations and research for Huduma Kenya integrated service delivery platforms.

1.1.1   Huduma Kenya Service Delivery Platforms

Huduma Kenya has operationalized four (4) service delivery platforms namely: 52 Huduma Centres across the 47 Counties; Huduma Contact and Tele-Counselling Centre accessible through the call number 0206900020; Huduma Mashinani outreaches; and Huduma Electronic and Mobile platforms.

Currently, the service delivery platforms offer 128 Government services from 45 Ministries, Departments, and Agencies and 36 Counties and serve an average of 60,000 citizens daily.

1.1.2   Huduma Kenya Achievements

The Programme has transformed Government-to-Citizen engagement by:

    i.   Standardizing access to Government Services across the country.

    ii.   Ensuring predictable turn-around times.

    iii.   Enhancing citizen feedback on services.

    iv.   Improving Customer Experience.

The Programme has consistently attained 95% customer satisfaction level across its service delivery platforms. This has made the Programme the trusted **face of Government**.

The Programme has received recognition both locally and internationally for its innovative use of technology and its impact on improving the lives of citizens. The Programme has received 18 International, Regional and National Awards.

1.2   Huduma Kenya Governance

Kenya Gazette Notice No. 2177 of 4th April, 2014[1] provides for a three (3) tier Inter-Ministerial Governance structure of the HKSDP as follows:

    i.   The Service Delivery Summit, chaired by H.E The President with selected Cabinet Secretaries as members;

    ii.   The Technical Committee, co-chaired by the Ministry in charge of the HKSDP and the Ministry in charge of National Government Coordination and Administration with Principal Secretaries and CEOs as members; and

    iii.   The Huduma Kenya Secretariat (HKS), as the Secretariat to the Technical Committee involved in the day-to-day management of the Programme.

Executive Order No. 1 of 2023 anchors the Programme under the Ministry of Public Service, Gender and Affirmative Action – State Department for Public Service.

1.3   The Role of Huduma Kenya in the Country's Development Goals

The Government of Kenya has envisaged a digitally empowered citizenry, living in a digitally enabled society. An efficient, effective and citizen-centric public service is a key enabler for the Government to realize its national development plans and policies.

The implementation of the Digitalization Plan shall contribute to the accessibility, inclusivity and convenience of Government Services to Kenyans.

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[1]http://kenyalaw.org/kenya_gazette/gazette/notice/143142

This shall contribute to the achievement of various national policy objectives, namely: Constitution of Kenya, 2010; Kenya Vision 2030; Kenya National Digital Master Plan 2022 – 2032; Kenya Kwanza Manifesto; Africa Agenda 2063; and the Sustainable Development Goals.

1.3.1 Constitution of Kenya, 2010

Article 6(3) provides that ''any National state organ shall ensure reasonable access to its services in all parts of the Republic so far as it is appropriate to do so having regard to the nature of the service to be provided."

Articles 35, 46 and 232 of the Constitution of Kenya, 2010 provides for the rights of citizens to goods and services of reasonable quality, privacy and access to information held by the state among other rights, values and principles of governance and public service that bind all state organs and state officers.

1.3.2 Data Protection Act, 2019

The Data Protection Act, 2019 gives effect to Article 35 of the Constitution and makes provision for the Regulation of the processing of personal data and rights of data subjects and obligations of data controllers.

Huduma Kenya shall comply with the Act.

1.3.3 Public Service Commission Act, 2017 and Regulation of 2020

The Act and corresponding Regulation provide for standards of service delivery in the promotion of efficient and effective delivery of public services.
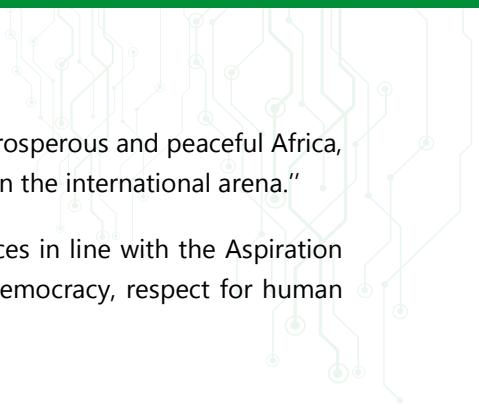
Huduma Kenya will to comply with the Public Service Commission Act and Regulations in the implementation of the Digitalization Plan.

1.3.4 Computer Misuse and Cybercrimes Act, 2018

The Act provides for offences relating to computer systems to enable timely and effective detection, prohibition, prevention, response, investigation and prosecution of computer and cybercrimes. Huduma Kenya shall comply with the Act.

1.3.5 Sustainable Development Goals (SDGs)

SDG 16 underscores the importance of building effective, accountable and inclusive institutions at all levels as a foundation for achieving the desired outcomes. Therefore, Huduma Kenya will adopt innovative approaches to realize a more effective and inclusive public service.

1.3.6   Africa Agenda 2063

Africa's Agenda 2063 guiding vision is "an integrated, prosperous and peaceful Africa, driven by its citizens and representing a dynamic force in the international arena.''

Huduma Kenya will deliver effective and efficient services in line with the Aspiration No. 3 of Agenda 2063 - Africa of good governance, democracy, respect for human rights, justice and the rule of law.

1.3.7   Kenya Vision 2030

The Programme is anchored on MTP II (2013 – 2017), MTP III (2018 – 2022) and MTP IV (2023 – 2027). The MTP II and III enumerated Huduma Kenya Service Delivery Programme as one of the flagship initiatives to accelerate public service reforms.

The MTP III (2018-2022) envisioned the following for the Programme at an estimated budget of Kshs. 22 Billion: Roll out of 290 Huduma Centres (up to sub-County administrative level); Deployment of one-stop-shop electronic services; Deployment of Huduma Global; implementation of Customer Service Excellence Standard; Roll out of Huduma Mashinani; and Roll out of Huduma on Wheels.

The MTP III also calls for a Legal Notice for the establishment of the Huduma Kenya Agency.

1.3.8   The Kenya National Digital Master Plan 2022 – 2032

The Kenya National Digital Master Plan 2022-2023 envisages a digitally empowered citizenry, living in a digitally enabled society.

Huduma Kenya shall enhance the uptake of Government services (both digital and in-person services through implementing the commitments of the Kenya National Digital Master Plan 2022-2023 that provides for a robust digital ecosystem anchored on four pillars; the Digital Infrastructure, Digital Services & Data Management, Digital Skills as well as Digital Innovation & Enterprise.

1.3.9 Kenya Kwanza Manifesto

The Kenya Kwanza Manifesto envisages a digital agenda aimed at transitioning Kenya from a semi-analogue economy into a digital economy. It commits to, among others:

i. Expand the Universal broadband by the construction of 100,000km of National Fibre Optic Connectivity Network across the Country.

ii. Digitize and Automate all government critical processes and make available 80 per cent of government services online.

iii. Reduce the cost of calls and data to allow wananchi and especially the youth to use online platforms for entertainment, information and business.

Huduma Kenya plays a key role in the availability, inclusivity and accessibility of Government services in line with Digitalization Agenda.

OPERATING ENVIRONMENT

OPERATING ENVIRONMENT

This Chapter analyses the operating environment under which Huduma Kenya will implement the Digitalization Plan. The key factors have been identified through SWOT, PESTEL and Stakeholder Analysis.

2.1   Huduma Kenya Service Delivery Programme

Huduma Kenya Service Delivery Programme was established to transform public service delivery. Prior to the establishment of the Programme (before 2013), the public service was characterized by long queues; lengthy and manual processes; poor customer care; inaccessible, unavailable, inaccurate and delayed information across the country. This was compounded by multiple entry points for any single service leading to high costs in providing and accessing services, which generated numerous public complaints.

Huduma Kenya adopted the concept of a 'one-stop-shop' which provides multiple MCDAs information and services to the public under one roof; helping citizens to navigate the complexities of multiple providers.

To provide Government Services, Huduma Kenya:

    i.   Has operationalized four (4) service delivery platforms namely: 52 Huduma Centres; Huduma Contact and Tele-Counselling Centre; Huduma Mashinani outreaches; and Huduma Electronic and Mobile platforms.

    ii.   Leverages Information Communication Technology (ICT) as a key component in the successful delivery of Government services. It uses cloud computing to store, manage, process data and Virtual Desktop Infrastructure to provide a unified system to connect to the various MCDAs back-end infrastructure and systems. These technologies include: Service By Appointment (digital queueing and customer feedback system); Track my Service; Virtual Desktop Infrastructure; Internet Protocol (IP) phones; CCTVs; and LAN-connected printers.

    iii.   Undertakes a five (5) day mandatory Customer Service Excellence training for all staff at HKSDP. The main objective of the training is to transform the staff into customer-centric public servants with an emphasis on service excellence.

    iv.   Has developed and implemented the following policies and SOPs: Huduma Kenya Customer Service Standards Manual; Huduma Kenya Customer Service Delivery Charter; Huduma Kenya Branding Guidelines; Huduma Centre Operations Policy; Customer Compliments and Complaints Handling SOP; Huduma Contact Centre SOP; and

Huduma Kenya Rewards and Recognition Framework. These policies and SOPs enable Huduma Kenya to standardize and enforce service delivery standards across the platforms.

v. Has established customer feedback mechanisms to rate customer satisfaction and report on issues pertaining to quality-of-service delivery. These mechanisms include Exit Surveys through Service By Appointment (SBA) which provides instant feedback from citizens accessing services through HKSDP platforms and Huduma Kenya social media accounts.

vi. Conducts public awareness on Government services and information through mainstream media, Huduma Kenya social media accounts, Huduma Mashinani outreaches and National Government Administrative Officers.

vii. Conducts monitoring and evaluation (M&E) to ensure service delivery standards are maintained and continually improved. The M&E entails weekly reports from Centre Managers, impromptu visits to Centres, monitoring through CCTV Cameras and mystery shopping exercises.

viii. Holds quarterly MCDA Service Leaders' meetings where scorecards are presented and recommendations for service delivery improvement deliberated.

ix. Collaborates with the County Service Delivery Committee – National Government Administrative Office to: assist in the coordination of Huduma services at the county and lower levels and undertakes publicity of Huduma Services and review the performance of Huduma Centres and address any service delivery-related complaints.

Huduma Kenya has standardized access to Government Services, ensured predictable turn-around times, promoted Government-to-Citizen Interaction through citizen feedback on services and consistently attained 95% customer satisfaction level[2] across all the service delivery platforms. This has made the Programme the trusted face of Government.
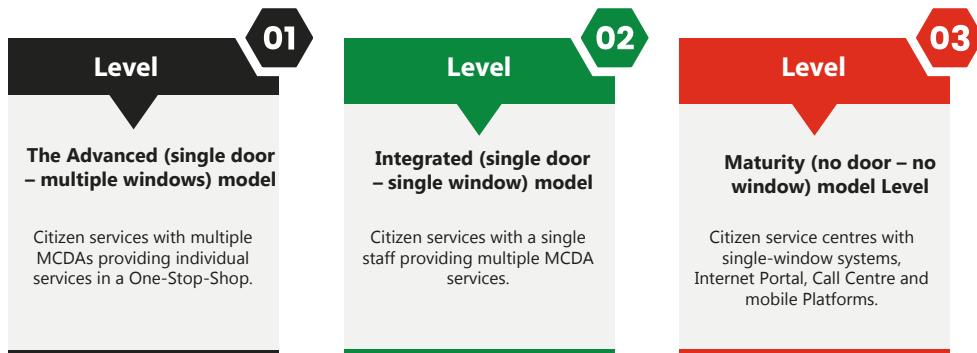
The services offered at the one-stop shop by the MCDAs are both manual and digital. See Annex 1 for Digital and Manual services offered at the Huduma Centres.

Digitalization of Public Service has become a priority focus area of the Government, with a commitment to digitize and automate 80% of critical Government services. His Excellency the President, among other commitments, has declared his vision to avail 5,000 Government services online by June, 2023.

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[2] Customer Satisfaction Survey, 2021 by Huduma Kenya Secretariat.

2.2　Huduma Kenya Service Delivery Model

During the conception of HKSDP, the Government envisioned that Government Services would be provided through a Single-Window System, Internet Portal, Call Centre and Mobile Platforms. The implementation was phased into three levels:

Level **01**	Level **02**	Level **03**
The Advanced (single door – multiple windows) model	**Integrated (single door – single window) model**	**Maturity (no door – no window) model Level**
Citizen services with multiple MCDAs providing individual services in a One-Stop-Shop.	Citizen services with a single staff providing multiple MCDA services.	Citizen service centres with single-window systems, Internet Portal, Call Centre and mobile Platforms.

Service delivery at HKSDP is done through Level 1 and Level 2 service delivery models as follows:

i.   **The Advanced (single door – multiple windows) model – Level 1**: Multiple services are offered under one roof by different MCDA staff. Huduma Kenya provides the infrastructure (both physical and ICT), staff kitting and welfare at zero (0) cost to the MCDAs while MCDAs deploy services, provide specialized equipment and deploy and manage staff at the Huduma Centres.

ii. **Integrated (single door – Single-window) model – Level 2**: In this model, multiple MCDA services are offered by a trained Huduma Kenya staff on behalf of the MCDA through the Huduma Kenya Business Process Outsourcing (BPO) Model.

With the Digitalization Agenda, Huduma Kenya shall reach **Maturity (no door – no window) model Level 3** of the service delivery model as intended by the Government in the Digitalization Agenda.

2.3   Huduma Kenya Service Delivery platforms

The Programme has operationalized four (4) service delivery platforms as follows:

i.   Huduma Centres

Huduma Centres are physical facilities set up as One-Stop-Shop Service Delivery points where the National and County Governments provide their services under one roof.

As at March 2023, there are 52 Huduma Centres operationalized across the 47 Counties in Kenya. Each County Headquarters has a Huduma Centre; with Nairobi having five (5) Huduma Centres and Kajiado two (2).

Thirty-four (34) Huduma Centres operate from 08.00am to 05.00pm. Eighteen (18) high traffic Huduma Centres operate in shifts from 7.00am to 07.00pm that is: Nairobi GPO, City Square, Makadara, Kibra, Eastleigh, Kiambu, Nakuru, Eldoret, Nyeri, Embu, Meru, Laikipia, Kisii, Kitale, Kericho, Kakamega, Kisumu and Mombasa

Huduma Centres rely heavily on technology while providing the front-end services that connect to the MCDA's back-end systems.

Every Huduma Centre hosts a Cyber Café which offers auxiliary services. The Cyber Cafes are on boarded to HCs through a competitive public procurement process in line with the Access to Government Procurement Opportunities (AGPO) affirmative action intervention. The Cybercafé operators are required to adhere to Huduma Kenya's operational standards and pricing.

Huduma Centres serve an average of 55,000 customers per day and have cumulatively processed over 112 million customer requests since the establishment of the first Huduma Centre in 2013.

ii. Huduma Mashinani Outreach Program

The Huduma Mashinani Mobile Outreach Program, popularly known as 'Huduma Mashinani' is a mobile outreach that takes services closer to the people at the grassroots level in a temporary Huduma Centre set-up. The objective of the Huduma Mashinani Program is to: devolve MCDAs service to citizens, reduce the cost of accessing Government services for wananchi, disseminate Government information and policies and increase awareness and uptake of Government services by citizens.
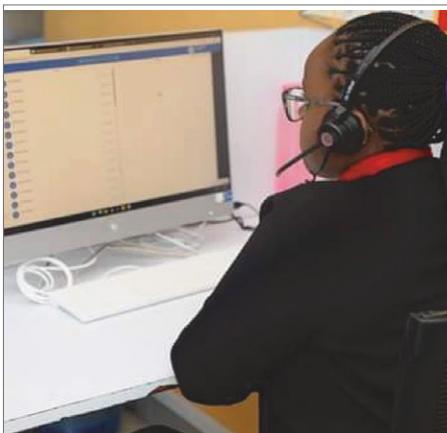
The Huduma Mashinani program is categorized into four (4): Presidential Mashinani (spearheaded by the Head of State targeting 20,000 citizens interactions); Mega Mashinani at the Cabinet Secretary level, attended by various Ministry Leadership and targeting 10,000 citizens interactions); Standard Mashinani (attended by CEOs and Heads of Departments and targeting 5,000 citizens interactions); and Local Huduma Mashinani (attended by Huduma Centre staff and targeting 1,000 citizens).

Huduma Mashinani events are funded by Huduma Kenya and/or sponsored by MCDA and other partners.

As at March 2023, over 600 Huduma Mashinani outreaches have been held in all sub-counties serving over 4.5 million customers who have accessed transactional, interactive and informational Government Services.

iii. Huduma Contact Centre

Huduma Contact Centre was established in 2015 and provides the whole of Government first-level and second-level escalation for all complaints, inquiries and updates to Kenyans via Telephone, Email and Social Media.

The Huduma Contact Centre operates daily in two shifts; Monday to Friday from 7.00am to 9.00pm and 8.00am to 6.00pm on weekends and public holidays.

The Huduma Contact Centre receives an average of 2,000 calls and 10,000 social media impressions in a day. The Huduma Contact Centre has received a of total of 5 million calls and 32 million social media impressions since its inception in 2015.

iv. Huduma E&M Service

Huduma E&M Service Delivery Platforms provide information on Government services, including service delivery charters from 260 MCDAs. These services are accessible through the URL: www.hudumakenya.go.ke, Google Play app – HudumaLife App (Huduma mobile app) and the *191*9# - USSD.
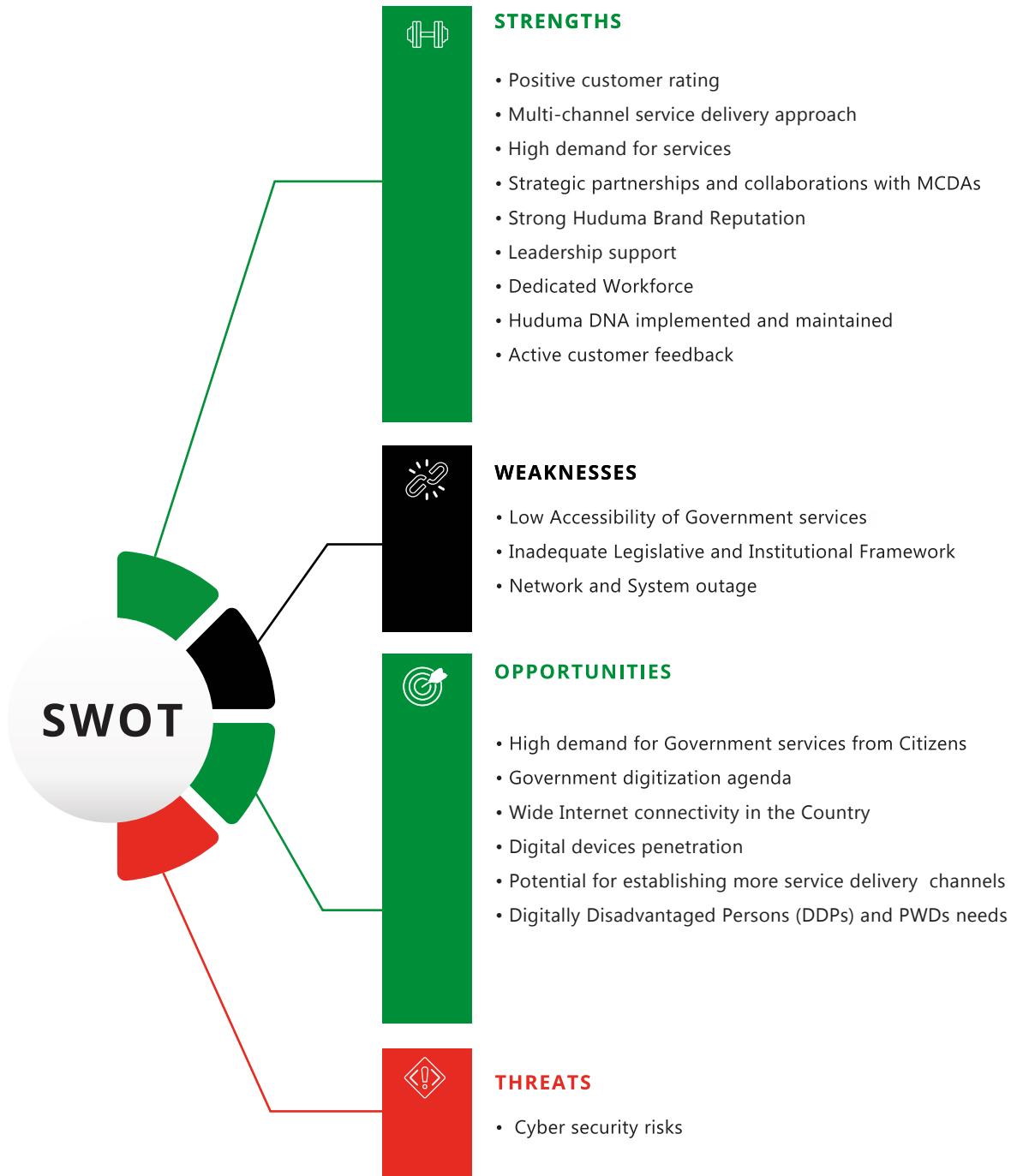
2.4 Strengths, Weaknesses, Opportunities and Threats Analysis

Huduma Kenya SWOT is analysed below:

STRENGTHS	WEAKNESSES
i. **Multi-channel service delivery approach:** Huduma Kenya has several platforms for service provision to reach citizens from all walks of life.	i. **Low Accessibility of Government services**: Huduma Centres are situated in County Headquarters. Counties are vast and customers travel long distances to reach Huduma Centres.
ii. **Positive customer rating:** Consistently attained an average of 95% customer satisfaction level.	ii. **Inadequate Legislative and Institutional Framework:** HKSDP is only anchored on a gazette notice.
iii. **High demand for services:** The radical transformation and innovation implemented in the various platforms; customer served by HKSDP platforms has increased greatly over time.	iii. **Network and System outage:** Huduma Kenya and MCDAs network/system downtime impacting the service delivery negatively.
iv. **Strategic partnerships and collaborations with MCDAs:** Huduma Kenya has collaborated and partnered with MCDAs.	
v. **Strong Huduma Brand Reputation:** A strong brand associated with offering Government services with high customer service experience.	
vi. **Leadership support:** HKSDP has capable leadership with excellent strategic direction for the Programme.	
vii. **Dedicated Workforce:** HKSDP has experienced, skilled, dynamic, multi-disciplinary and innovative staff.	
viii. **Huduma Kenya Customer Service Standards 'Huduma DNA' implemented and maintained;** Standardized customer experience across all the HKSDP platforms.	
ix. **Active customer feedback:** Customer feedback from SBA exit survey, social media and HKSDP platforms enables Huduma Kenya to actively engage customers.	

⊚ OPPORTUNITIES	**◈ THREATS**
i. **High demand for Government services from Citizens:** There is a high demand for citizen-centric services across the county which creates a good opportunity for HKSDP to front new initiatives on public service transformation (Customer driven).	i. **Cyber security risks:** There is low awareness of cyber security risks by the citizenry which makes Kenyans prone to online fraud.
ii. **Government Digitalization Agenda:** The Kenya public service is undergoing a rapid digital transformation to deliver government services and programs more efficiently, transparently and cost-effective models.	
iii. **Wide Internet connectivity in the Country:** Kenya enjoys significant levels of internet access and ICT infrastructural development through the national rollout of NOFBI and private fibre.	
iv. **Digital devices penetration:** There is high usage of digital devices in Kenya which is an opportunity that can be tapped into in increasing accessibility to service delivery in Kenya.	
v. **Potential for establishing more service delivery channels:** Through research and innovation, HKSDP can establish more service delivery channels to efficiently and conveniently offer services to customers.	
vi. **Digitally Disadvantaged Persons (DDPs) and PWDs needs:** Huduma Kenya has identified DDP and PWDs as an opportunity for inclusive service delivery.	

STRENGTHS

- Positive customer rating
- Multi-channel service delivery approach
- High demand for services
- Strategic partnerships and collaborations with MCDAs
- Strong Huduma Brand Reputation
- Leadership support
- Dedicated Workforce
- Huduma DNA implemented and maintained
- Active customer feedback

WEAKNESSES

- Low Accessibility of Government services
- Inadequate Legislative and Institutional Framework
- Network and System outage

OPPORTUNITIES

- High demand for Government services from Citizens
- Government digitization agenda
- Wide Internet connectivity in the Country
- Digital devices penetration
- Potential for establishing more service delivery channels
- Digitally Disadvantaged Persons (DDPs) and PWDs needs

THREATS

- Cyber security risks

SWOT

2.5 Political, Economic, Social, Technological, Environmental and Legal Analysis

Huduma Kenya also undertook a PESTEL analysis to understand the macro-environment affecting the Programmes' service delivery.

Category	Issue	Description
Political	Political commitment/ Goodwill	o The Gazette Notice No. 2177 of 4th April 2014 established the Governance Structure of the HKSDP. o Executive Order No. 1 of 2023 anchoring HKSDP in the Ministry of Public Service, Gender and Affirmative Action – State Department for Public Service o The Government Digitalization Agenda provides for a robust digital ecosystem; Digital Infrastructure, Digital Services & Data Management, Digital Skills as well as Digital Innovation & Enterprise.
Economic	Economic growth and development	o The Programme is anchored in the Kenya Vision 2030. o Economic growth trends and revenue generation capacity have continuously increased across various sectors. o Government priorities are likely to increase competition for resources.
	One-stop-shop concept	o HKSDP has improved Governance at both National and County Governments levels through enhanced Government-to-citizen interactions.
	Funding	o Dependence on the Exchequer as the only source of funds limits the extent of implementation of HKSDP.
Social	Increased societal awareness	o Kenyans are increasingly aware of their constitutional rights to quality and accessible public services. o There is a rising expectation from citizens for the Public Service to be more accountable. o Reduction of call and data charges compounded with digital skills may increase consumption of digital services. o Huduma Kenya has transformed its public service culture to be customer-centric, courteous and upholds citizen dignity.

Category	Issue	Description
Technological	ICT Systems	o Social Media is being used to create awareness and disseminate information on Government Services and to provide the needed feedback on services delivered by the HKSDP. o More citizens are able to afford smart devices and access the internet. o Increased data security and Cyber-Security threats. o The Government Digitalization Agenda provides for a robust digital ecosystem; Digital Infrastructure, Digital Services & Data Management, Digital Skills as well as Digital Innovation & Enterprise.
Environmental /Ecological	Sustainable Development	o HKSDP has incorporated climate change knowledge as part of staff capacity building and public awareness campaigns. o The Huduma Kenya Digitalization Plan is anchored on sustainable development strategies to roll back climate change.
Legal	Legal Status	o Enactment of the Data Protection Act and Computer Misuse and cyber-crimes Act mitigate against cybercrimes. HKSDP is in the process of aligning and registering HKSDP to comply with the Acts. o HKSDP has developed a One-Stop-Shop policy and Bill which have undergone public participation and is awaiting Cabinet approval.

2.6   Stakeholder Analysis

The analysis presented in the table below enabled Huduma Kenya to understand its stakeholders, their needs and develop strategies to meet stakeholder expectations.

Category	Stakeholder Expectations	HKSDP Expectations
Primary Customers		
Customers/Citizens	o Dignity o Respect o Patience o Empathy o Digital services o Quick services o Clear instructions o Timely and accurate feedback o Special considerations for special groups. o A working service delivery charter. o High-quality service environment. *Refer to Annex 2 on Customer Segmentation Matrix*	o Meet customer obligations as per the service delivery charter. o Provide customer feedback.
Secondary Customers		
The Executive	o Uphold values and principles of public service. o Deliver on the mandate and contribute to National Development.	o Provide the vision and overall policy direction and priorities for HKSDP. o Ensure commitment at the highest level of Government to HKSDP. o Approve necessary policy, legislation, regulatory and institutional frameworks.
The National Treasury and Economic Planning	o Adhere to the PFM Act, 2012, PPADA 2015 and relevant circulars. o Participate in the MTEF budget process. o Contribute to the preparation and implementation of the MTPs of the Kenya Vision 2030.	o Provide budget guidelines and budgetary allocations. o Provide guidelines for preparation of strategic plans. o Provide feedback on implementation of the PFM Act, 2012, PPADA, 2015 MTPs, budgets, and strategic plans.

Category	Stakeholder Expectations	HKSDP Expectations
	o Prepare and implement strategic plans.	
Ministries, Counties, Departments, and Agencies	o Business process re-engineering. o Operationalized the one-stop-shop infrastructure. o Maintained Huduma Kenya Standards and Brand. o Developed framework for stakeholder engagement. o Customer Service Excellence training for posted staff. o Prepare service status reports. o Customer feedback and customer complaints handling mechanisms. o 100% service uptime	o Multi-skill staff to offer Digital services. o Digitalized services o 100% service uptime. o Integrations/configurations to enable service delivery at the one-stop-shop platforms. o Active stakeholder engagement and support. o Provide specialized working tools, equipment, materials, and resources. o Adhere to Huduma Kenya Service Delivery Standards. o Appraisal of staff deployed at the Huduma Centre.
Suppliers	o Adhere to Public Procurement and Disposal Act, 2015 and 2020 Regulations. o Timely payments.	o Adhere to Public Procurement and Disposal Act, 2015 and 2020 Regulations. o Timely delivery of quality goods, services and works. o Value for money.
Staff	o Adhere to the Human Resources Policy Manual. o Conducive working environment. o Training. o Competitive remuneration. o Promotions and career growth.	o Uphold values and principles of public service. o Commitment to innovations, duty and productivity. o Adhere to service delivery standards. o Inculcate organizational customer obsession culture o To be Brand Ambassadors.
Research, Academic Institutions and Professional Bodies	o Partnership/collaboration to design innovative interventions for service delivery. o Provide internships and attachments to their students. o Provision of reliable data and information.	o Fully engage in Partnerships/collaboration. o Provide innovative research proposals and feedback on HKSDP operations.

Category	Stakeholder Expectations	HKSDP Expectations
Media	o Access to information.	o Quality, accurate and positive reporting. o Provide feedback on HKSDP operations.
Private Sector	o Effective and efficient service delivery. o Conducive and competitive business environment.	o Partnerships/collaboration in development of projects and Programmes. o Meet obligations set out in the customer service delivery charter. o Collaborations in revenue generation.
Parliament, Council of Governors and County Assemblies.	o Adhere to legislation and regulations. o Consultations on issues that require legislation and submission of draft bills. o Response to parliamentary questions. o Participate in the implementation of HKSDP. o Roll out of additional HKSDP platforms.	o Enactment of required legislation. o Meet obligations of the customer service delivery charter. o Adequate resource allocation.
AG's office	o Initiate draft for legislation.	o Provide legal opinion and representation in legal matters. o Finalize and submit to parliament the Huduma Kenya Policy and Bill.
Non-State Actors (NGOs, CBOs, FBOs, Labour and industrial actors	o Engagement and participation in HKSDP service delivery matters. o Meet obligations of the customer service delivery charter.	o Meet obligations of the customer service delivery charter. o Provide feedback on HKSDP operations.

RETHINK REIMAGINE

RESTRUCTURE REPOSITION

PROPOSED STRATEGIES

PROPOSED STRATEGIES

This Chapter details the strategies for repositioning the Huduma Kenya Service Delivery Programme to complement the Government's Digitalization Agenda by supporting citizens' access to Government services. The Chapter defines the problem statement, the rationale and strategies to offer and provide customer support for Government services – Digital, In-person and Assisted.

3.1   Problem Statement

Digitalization of Public Service has become a key priority focus area for the Government, with a commitment to digitize and automate 80% of critical Government services.

Currently, Huduma Kenya offers Government services using the Advanced (Single-Door) service delivery model, where multiple services are offered under one roof by

different MCDA staff. This necessitates customers to: queue multiple times for different MCDA services within the One-Stop-Shop; and with every visit, a customer is required to provide the same requisite information. This standalone service delivery and repetitive data collection impacts negatively the citizen's experience in accessing Government Services.

The digitalization of Government is driven by, among others, the need to ensure: efficiency and effectiveness in the collection and use of public funds; transparency and accountability in Public Services; better delivery of information and services to the citizens; and citizen/public participation, experience and empowerment.

In offering Government services, Huduma Kenya has observed the following customer concerns during access to digital services:

i.   Customer perception:

The average Kenyan perceives access to Government services as a complex and uncertain process. Consequently, a customer generally prefers to be assisted when accessing digital services rather than to do it by themselves.

ii.   Data protection and security

Customers are prone to share private information with third parties when accessing digital services e.g., ID Numbers, Phone Numbers and Passwords. This exposes the citizen to cybercrimes, data breaches and fraud.
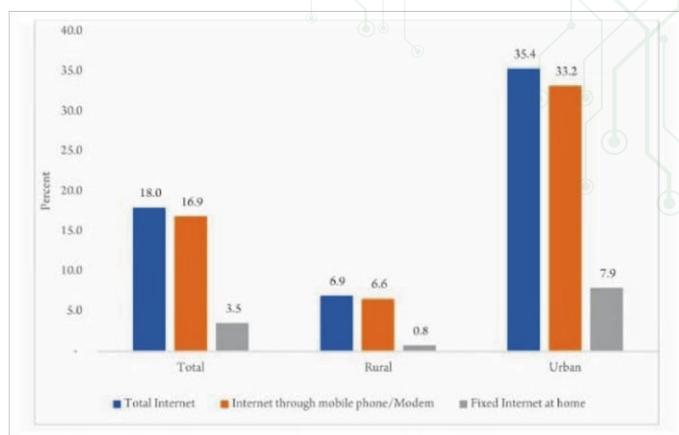
iii.   Digitally Disadvantaged Persons

The majority of Kenyans living in rural areas do not have access to digital technologies and online resources.[3]

Most Kenyans seeking digital services lack digital skills.

This necessitates the citizens to travel vast distances in search of assisted Government services.

Internet connections at homes

iv.   PWDs

The majority of PWDs lack digital skills, tools and technology to enable access to digital platforms[4].

Table C: Key Indicators at Individual Level for Persons with Disability (PWDs) Age 5 years and above

Ownership	National			Rural			Urban		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Owning a Mobile phone	49.4	46.4	51.6	46.2	43.2	48.4	62.4	59.4	64.7
Using a Mobile phone	55.7	52.7	57.9	52.5	49.4	54.8	68.6	66.1	70.5
Using a Mobile phone without owning it (Mobile Sharers)	14.9	14.3	15.4	12.7	12.1	13.2	22.6	22.3	22.8
Using Internet	11.4	13.5	9.8	7.6	9.5	6.2	27.1	29.6	25.1
Using a computer	4.7	5.9	3.8	2.7	3.5	2	12.9	15.4	11
Searched and bought online (E- commerce Users)	1.5	1.8	1.2	0.6	0.9	0.4	4.8	5.6	4.3
Searched and bought elsewhere (Potential E-commerce Users)	0.5	0.7	0.5	0.5	0.6	0.4	0.8	1	0.7
Searched only (Potential E-commerce Users)	1.5	1.9	1.3	1	1.3	0.7	3.8	4.3	3.4

Some e-platforms are not PWD friendly, limiting access to digital platforms.

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[3] https://www.knbs.or.ke/download/2019-kphc-analytical-report-on-ict-vol-xx/
[4] https://www.knbs.or.ke/download/2019-kphc-analytical-report-on-disability-vol-xv/

v. Lack of Customer Support from MCDAs

The majority of e-Government platforms do not have customer inquiry/complaints procedures and the contacts listed are outdated or simply go unanswered.

3.2 Rationale

The Digitalization Agenda offers new opportunities for more direct and convenient citizen access to Government and for Government to offer services directly to citizens.

This plan details ways in which Huduma Kenya can complement the Digitalization Agenda to enhance the accessibility and inclusivity of Government services and be the single-point of access of Government services - Face of the Government.

The implementation of the plan shall: Increase the uptake of digital services; provide 24/7 customer support; enhance the inclusivity of Government services; enhance customer convenience; reduce the cost of accessing and providing Government services; promote Government-to-Citizen interaction and experience; and enhance Government Revenue collection.
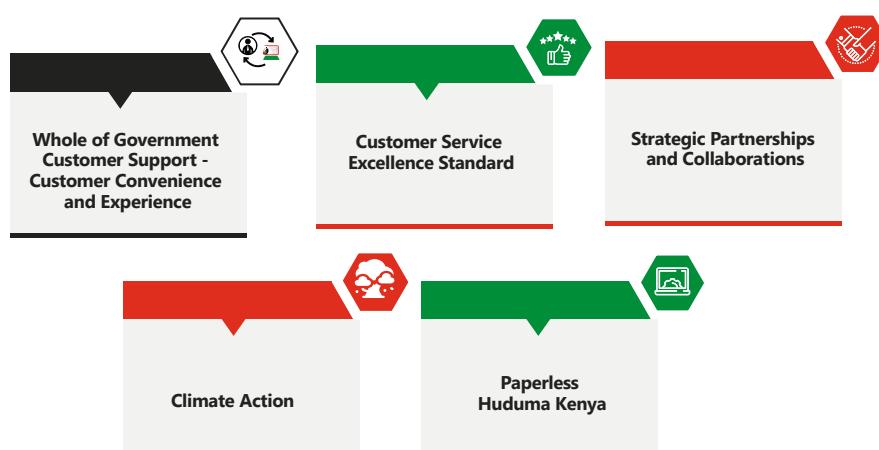
3.3 Objectives

The objective is to reposition HKSDP in line with the Government's Digitalization Agenda as an enabler of efficient, effective, accessible, dignified and citizen-centric services through one-stop-shop service delivery platforms.

The plan aims to enhance inclusivity, accessibility and support for Government digital, in-person and assisted services to all citizens.

3.4 Strategic Pillars

The plan envisages the implementation of the below strategic pillars to enhance inclusivity, accessibility and support for Government digital, in-person and assisted services to all citizens through HKSDP:

Whole of Government Customer Support - Customer Convenience and Experience

Customer Service Excellence Standard

Strategic Partnerships and Collaborations

Climate Action

Paperless Huduma Kenya

3.4.1 Whole of Government Support – Customer Experience and Convenience

Output: Increased number of customers served and customer satisfaction level.

To improve the customer experience and convenience when accessing Government services through the HKSDP platforms,

Huduma Kenya will:

    i.   Introduce the Universal Agent (no door – no window) service delivery model;

    ii.   Introduce new HKSDP Platforms; and

    iii.   Revamp existing HKSDP platforms.

3.4.1.1 The Universal Agent (no door – no window) service delivery model

Huduma Kenya will implement the no door – no window service delivery model by training **Universal Agents** to offer **multiple MCDA services**. The Universal Agent shall be a Huduma Kenya/MCDA staff and will be deployed to HKSDP platforms.

To offer multiple MCDA services, the Universal Agent will undergo rigorous multiskilling training that will include modules on Customer Service Excellence and technical skills to offer, resolve and escalate service issues.

The Universal Agent will: verify a customer online in line with Know Your Customer (KYC) standards; log in to the e-government platform to provide services to citizens seeking Government Services; and offer the first-level and second-level escalation for all complaints, inquiries and provide service updates to Kenyans.

Huduma Kenya will partner with the MCDAs to ensure:
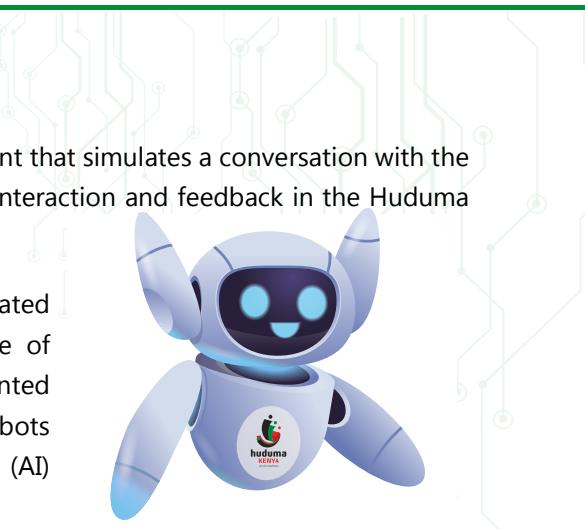
    i.   HKSDP/MCDA staff are enabled to offer digital services. This will curb erroneous data entries and help citizens create their accounts, passwords and promote data privacy.

    ii.   HKSDP platforms are integrated with the shared service platforms to enhance service delivery. The shared service platforms include: Unique Person Identifier, Customer Relationship Management and Unified Communications.

    iii.   HKSDP is connected to NOFBI to enhance connectivity and reduce service delivery costs.

The no door – no window maturity service delivery model will be supported by the below technologies, service aspects and enablers:

a. Huduma Digital Assistant

Huduma Kenya will introduce a digital assistant that simulates a conversation with the customers who use it to enhance customer interaction and feedback in the Huduma Kenya service delivery platforms.

The Huduma Digital Assistant will be automated into a dialoguing chatbot forming the face of digital communication. It will be implemented through the less expensive rule-based chatbots and then later the Artificial Intelligence (AI) chatbots.

The Digital Assistant will be integrated into all HKSDP digital platforms.

b. Huduma Avatar

Huduma Kenya will introduce a Huduma Avatar, a citizen digital user profile for accessing Government services within the HKSDP platforms.

The Huduma Avatar shall log all the service interactions, prompt a user when a service is due and keep him/her updated on Government services.

c. PWD Friendly Services

Huduma Kenya service delivery platforms will be equipped with assistive devices and tools to enhance accessibility and ensure the inclusivity of services for PWDs.

These tools shall include but are not limited to: braille printers, braille translation printers, text zooming, magnification, display, scanning, reading, aided hearing, speech recognition, sign language translation and mobility.

Additionally, all Huduma Kenya staff shall be trained as part of disability mainstreaming.

d. Customer Relationship Management System

Huduma Kenya will implement a Customer Relationship Management (CRM) system to provide 360-degree customer visibility for status updates, document collection notifications, customer complaints, escalations, and resolutions across all the Huduma Kenya Service Delivery platforms.

The CRM shall log the customer experience from the point that the customer makes an inquiry to when the customer exits after issue resolution with an exit survey. This data shall be stored in a database and will be interrogated as and when similar issues arise or when the same customer calls for support for different services.

e. Centralized Biometrics
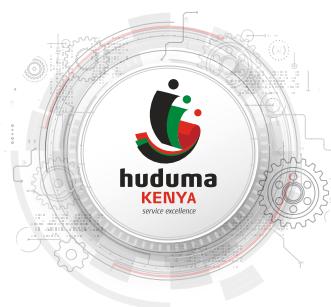
Huduma Kenya will equip all Huduma Kenya platforms with a centralized biometric system to enable customer identification. The biometric identifiers shall include: fingerprint, facial recognition, iris scans and voice recognition.

The Centralized Biometrics will be integrated with the Unified Personal Identification (UPI) platform.

f. Huduma Data Predictive Analytics – Data Insights

Huduma Kenya will develop an analytical model that will identify the likelihood of future outcomes based on customer historical and behaviour data. The customer interaction data collected over time will help HKSDP build a predictive analytical model that will be used to improve the customer experience accessing government services.

The analysed data will be used by MCDAs and Government to plan for Government services and offer proactive services.

3.4.1.2 New Huduma Kenya Service Delivery Platforms

Huduma Kenya will introduce eight (8) service delivery platforms, namely: Self-service Kiosk, Virtual Huduma Centre, User-Tutorial portal, Huduma on Wheels, Sub-County Huduma Centres, Huduma Mini-Centres, Huduma Global and Huduma Mlangoni.

i. Huduma Self-Service Kiosk "ATM"

Huduma Kenya proposes the installation of self-service kiosks at strategic locations across the country to enable citizens to access Government Services and information without human interaction.

The Self-Service Kiosk shall: leverage the Unique Person Identifier to identify citizens with built-in security features that shall protect the customers' data; allow for biometric capture; allow access to the e-government platform; allow for document scanning and document printing; integrate with banking and mobile payment platforms to allow for payment of Government services; and allow for assisted services through calls/text.

The self-service kiosk shall leverage Huduma Kenya Infrastructure and Systems, the NOFBI infrastructure and free internet to avail digital services to Citizens.

Huduma Kenya shall deploy 150 Huduma self-service kiosks in the next three (3) years and target to have 14 million customers interactions yearly.

ii. Virtual Huduma Centre

The Virtual reality technology will be used to design a virtual Huduma Centre to offer digital Government Services in a simulated Huduma Centre-like environment.

The Virtual Huduma Centre shall allow citizens to access Government Services in a virtual reality environment anywhere, anytime.

This shall eliminate the need for customers to physically visit a Huduma Centre.

The Virtual Huduma Centre will leverage Huduma Kenya Infrastructure and Systems, the NOFBI infrastructure and free internet to avail digital services to Citizens.

The Virtual Huduma Centre shall: allow customers to interact with virtual agents in real-time to provide assisted services through the virtual environment, video, audio, and chat; leverage the Unified Person Identifier (UPI) to identify citizens with built-in security features that shall protect the customers' data; Create immersive simulations that are branded to inform, educate, and entertain citizens on various Government Services and Policies, providing a more engaging and interactive experience; Replicate the Huduma Kenya Customer Service Excellence Standards; Allow for customer feedback for continuous service improvement hence improving the satisfaction and engagement of Government-citizen interaction.

The Virtual Huduma Centre is an interactive electronic platform that will enhance the convenience, accountability, privacy and security of Government Services.

The Virtual Huduma Centre is expected to have 5 million customers interactions yearly.

iii. User Tutorial portal

To fast-track change management to enable the uptake of digital services, Huduma Kenya will design a citizen education portal to provide step-by-step instructions on how to access digital services.

The User Tutorial portal shall: Consolidate all Government information and user training material into a single point for the convenience of citizens, and the portal shall use search engines in the lifecycle events and audio-visual to enhance the customer experience.

The portal will be accessible through the Huduma Kenya website/portal, and mobile application.

The User Tutorial portal is expected to have 15 million interactions yearly.

iv. Sub-County Huduma Centres

Huduma Kenya shall operationalize Huduma Centres at the sub-county levels and Kenya borderlands to enhance access to Government Services.

Huduma Kenya shall operationalize 45 Huduma Centres in sub-counties and 5 at the borderlands.

The 50 sub-county Huduma Centres are anticipated to have 12 million customer interactions yearly.

v. Huduma on Wheels

Huduma Kenya will roll out a fully fabricated truck/bus that will offer Government services on the move by Universal Agents. The Huduma on Wheels will also be used to create awareness of Government projects/policies/programmes.

Huduma Kenya will procure ten (10) fabricated trucks/buses. The Huduma on Wheels is anticipated to attract 1 million customer interactions yearly.

vi. Huduma Mini-Centres

Huduma Kenya will establish fully equipped miniatures of a physical centre across the Sub-Counties to offer both digital and in-person Government services to customers.

Huduma Kenya shall operationalize 50 Huduma Mini-Centres in sub-counties. The Huduma Mini-Centres are expected to have 7.5 million customer interactions yearly.

vii. Huduma Mlangoni

Huduma Mlangoni is a program that brings Government Services to the place of your convenience on request.

Customers will request assisted services and an agent from the nearest Huduma Centre will be sent to offer support on access to government services. Where a customer document(s) needs processing, the customer will select the nearest Huduma Centre for collection or subscribe to premier services where the document will be delivered to the customer's doorstep.

viii. Huduma Global

Huduma Global is aimed at providing the Government of Kenya services to citizens abroad and foreigners who need to get services from Kenya.

The establishment and operationalization of Huduma Global are anticipated to have 100,000 customer interactions yearly.

3.4.1.3 Revamp existing HKSDP platforms

Huduma Kenya shall revamp Huduma Kenya service delivery platforms to offer digital, in-person and assisted services. The HKSDP platforms will support customers who opt for and/or need assistance.

The HKSDP platforms shall target the general public with a focus on DDPs and Special Interest Groups, including but not limited to: persons living in marginalized areas, Persons With Disabilities (PWDs), the elderly and those with limited digital skills.

The platforms shall also provide the first-level and second-level escalation for all complaints, inquiries and updates to Kenyans.

i.   Huduma Contact and Tele-Counselling Centre

Huduma Kenya will revamp the Huduma Contact Centre to a Huduma Contact and Tele-Counselling Centre to provide global customer support for Government Services. The Centre shall provide the first-level and second-level escalation for all complaints, inquiries, and updates to customers via Telephone, email, as well as social media.

The HCTC shall verify a customer online in line with Know Your Customer (KYC) standards to offer assisted services to customers.

Huduma Kenya shall diversify the array of services offered in the Huduma Contact Centre to include but not limited to: Reporting Gender Based Violence (GBV) and Child Welfare Violations; 1st line of Support for Mental Health cases; Tele-counselling and wellness services.

The Centre will be expanded to a fully-fledged 24/7 Contact Centre with global reach to enable support for both local and international customers.

The HCTC will be upgraded by increasing the contact centre facilities and equipment to accommodate 200 universal agents working in shifts 24 hours 365 days. The agents will be trained continuously to efficiently and effectively offer assistance to customers on digitised MCDA services through calls and social media.

The HCTC is anticipated to serve 20 million customers interactions yearly.

ii.   Huduma Centres

Huduma Centres shall continue to offer assisted services for MCDAs under one roof. The Huduma Centres will use universal agents, who will offer multiple MCDA services.

In addition, Huduma Centres shall: Be collection points for biometrics and Government documents; National campaigns; Health services access points; Support for virtual courts for judiciary services; and Mental health services access points.

iii.   Huduma Mashinani Mobile Outreach Program

Huduma Kenya shall continue organizing Huduma Mashinani mobile outreaches to take services closer to the people at the grass-root level. The objective of the Huduma Mashinani Program is to: devolve MCDAs service to citizens, reduce the cost of accessing Government services for wananchi, disseminate Government information and policies and increase awareness and uptake of Government services by citizens.

Huduma Kenya targets to organize 300 Huduma Mashinani program yearly.

iv.   Huduma Kenya ICT and Security Infrastructure

Huduma Kenya will revamp the existing ICT infrastructure and systems to increase the capacity and improve performance of the data centres. The revamping of the Huduma Data Centres shall significantly reduce the time taken by citizens to access Government services.

Huduma Kenya will:

i   Upgrade Compute, Storage and Virtualization environment;
ii   Upgrade Huduma Kenya software;
iii   Upgrade all end-user terminals; and
iv   Refurbish the Data Centres and build a new high availability Data Centre.

Huduma Kenya shall upgrade the security infrastructure to include: smart CCTV solution, Biometric Access solutions, and walkthrough and imaging scanners.

3.4.2 Customer Service Excellence Quality Standard

Output: Standardized customer experience across the Public and Private Sector.

In collaboration with Government Agencies, Huduma Kenya will roll out a Customer Service Excellence Quality Standard Mark that will replicate the Huduma Kenya success across the Government. The Standard will enable MCDA put in place the key building blocks for service transformation as benchmarked from Huduma Kenya that include aspects of Customer insights and strategy; Customer service culture; Customer service environment; Customer experience model and Customer experience Charter.

To support this, Huduma Kenya will establish and operationalize a Centre for Enablement to: undertake Customer Service Excellence training; service improvement through Business Process Re-Engineering; and ICT infrastructure and systems integration. Additionally, develop standardized mechanisms and parameters for collecting and authenticating citizens data to allow for transactional services; and onboard End-to-end e-Services on to the HKSDP platforms.

Consequently, Huduma Kenya will develop/review Huduma Kenya Service Delivery Manuals to define service delivery standards across the HKSDP platforms. The Huduma Kenya Service Delivery Manuals among others will include: Customer Service Standards manual; Customer Service delivery charters; and Standard Operating Policies and Procedures. The Manuals will provide unified customer and digital service delivery standards.

To implement these Service Delivery Standards, Huduma Kenya will:

  i.   Enter into Service Level Agreements with MCDAs to ensure adherence to the Huduma Kenya Service Delivery Standards Manuals;

 ii.   Undertake staff training on both technical and soft skills to ensure Customer Service Excellence. The training targets 1,500 staff yearly and will include a combination of physical and online training methodologies;

iii.   Continuously undertake monitoring visits to ensure adherence to the Huduma Kenya Service Delivery Manuals; and

 iv.   Collaborate with the Public Service Commission to certify and rank MCDAs against the Huduma Kenya Customer Service Excellence Quality Standard Mark. Private institutions may also be incorporated into the Certification Framework.

3.4.3 Strategic partnerships and collaborations.

Output: Formed partnerships and collaborations.

Huduma Kenya being a One-Stop-Shop platform relies on MCDAs to provide services to the citizens. Huduma Kenya shall continue to work with partners and stakeholders to deploy and set up Innovative Service Delivery solutions for the convenience of customers.

Huduma Kenya has identified the following key stakeholders and partners in the implementation of the Digitalization Plan:

	Partner/Stakeholder	Area of collaboration
1.	The National Assembly	o Approval of spending requests o Partnerships in devolving HKSDP platforms o Provide oversight of the Programme
2.	The National Treasury	o Provision of adequate funding
3.	Public Service Commission	o Collaboration in the Implementation of the Huduma Kenya Customer Service Excellence Quality Standard/ Mark
4.	Ministry of Information, Communication and Digital Economy	o Connection of HKSDP to NOFBI o Integration to Government Shared Services o Integration to Government Unified Communications o Configuration of the Universal Agent
5.	Ministry of Interior and National Administration	o Publicity of Huduma Kenya services o Mobilization of citizens
6.	MCDAs	o Customer Support, including Service Level Agreements o Escalation Matrix o Accurate and up-to-date information o Multi-skilling of Universal Agents o Provision of the necessary specialised equipment to deploy services o Performance monitoring for services deployed at the Huduma Kenya Service Delivery platforms
7.	Development Partners (Development Partners Round Tables)	o Enhance and fund service delivery initiatives e.g., provide Technical Assistance, Capacity building, revamping infrastructure
8.	Private Sector	o Collaborate on revenue generation and innovations

3.4.4 Climate Action

Output: Implemented climate action initiatives

Article 42 of Constitution of Kenya, 2010 recognizes a clean and healthy environment as a right and calls for "sustainable exploitation, utilization, management and conservation of the environment and natural resources." Huduma Kenya will align with international, regional and national strategies to promote a clean, secure and sustainable environment.

Huduma Kenya will work with partners to implement the Green Economy Strategy and Implementation Plan (GESIP) which outlines the need to mainstream and align green economy initiatives across the economic, social and environmental spheres.

Among other initiatives, Huduma Kenya will: Deploy Climate Action Bureaus in Huduma Centres to facilitate carbon trading initiatives; Huduma Centre Adopt a Forest initiative to plant 500 million trees in 5 years; Implement Green Technologies within the Programme; and Undertake Climate Change Awareness initiatives for the Public.
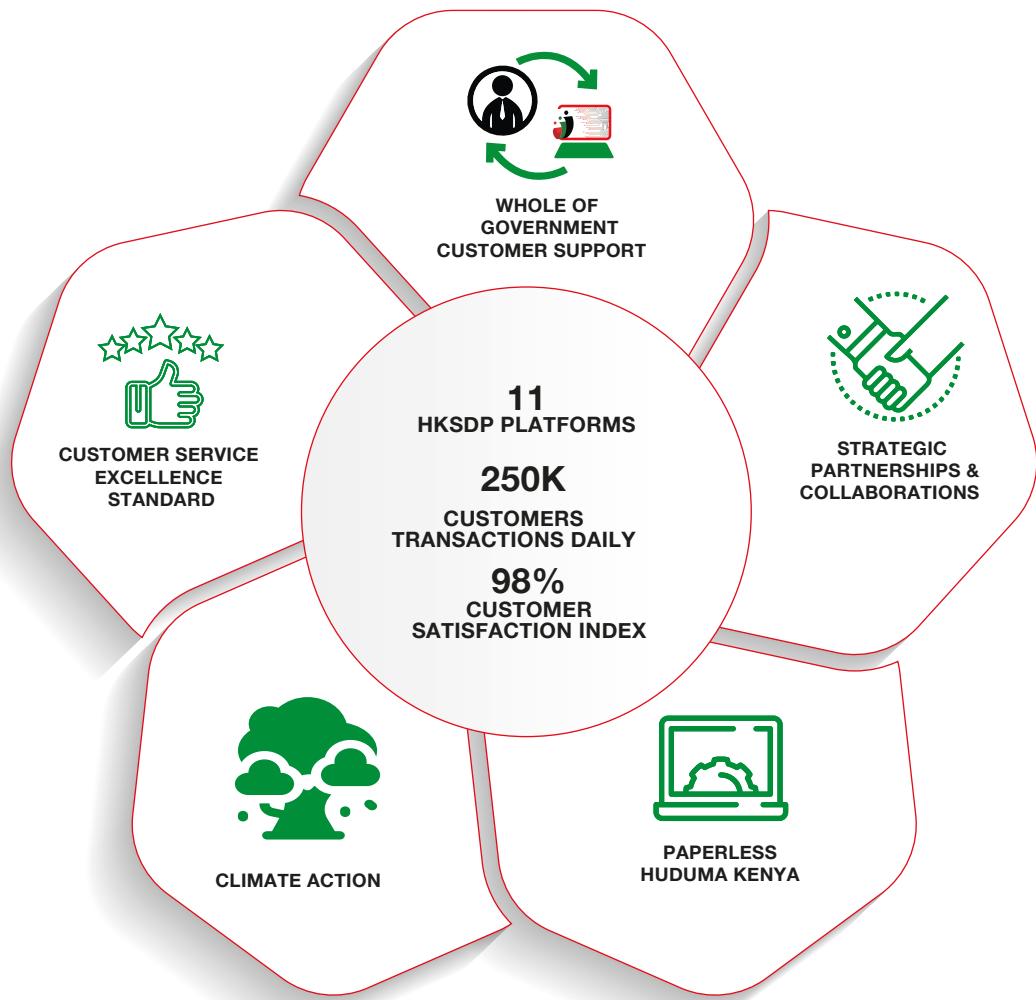
3.4.5 Paperless Huduma Kenya

Output: 80% of operations digitalized

Huduma Kenya will digitize and automate internal operations to align with the Digitization Agenda.

To achieve digitalization, Huduma Kenya shall: digitize all records; implement an Enterprise Resource Solution (Huduma Suite) that will automate core HKSDP processes; implement an e-board and intranet solution; implement 360° view service delivery dashboard and Virtual meetings tools; augment some of the in-house training to online training (Induction and Customer Service Excellence and Huduma Kenya Service Standards Training).

WHOLE OF
GOVERNMENT
CUSTOMER SUPPORT

CUSTOMER SERVICE
EXCELLENCE
STANDARD

STRATEGIC
PARTNERSHIPS &
COLLABORATIONS

11
HKSDP PLATFORMS

250K
CUSTOMERS
TRANSACTIONS DAILY

98%
CUSTOMER
SATISFACTION INDEX

CLIMATE ACTION

PAPERLESS
HUDUMA KENYA

Government Services Available Anytime
Anywhere to all

IMPLEMENTATION FRAMEWORK

IMPLEMENTATION FRAMEWORK

This Chapter details the strategies that Huduma Kenya shall put in place to its institutional capacity and the requisite implementation and coordination frameworks for the successful implementation of the Digitalization Plan.

4.1 Institutional Framework

Huduma Kenya shall undertake the following to strengthen its institutional capacity to enable the implementation of the Huduma Kenya Digitalization Plan:

4.1.1 The One-Stop Shop Government Services Policy and Bill

Huduma Kenya will ensure that the One-Stop Shop Government Policy and Bill are approved by the Cabinet and enacted by the Parliament respectively.

The One-Stop Shop Government Policy will provide the policy and legislative framework for the Huduma Kenya Service Delivery Programme. Specifically, the policy provides for interlia: Establishment of One-Stop-Shop Government Services Platforms; provision of whole of Government customer support; provision of digital, in-person and assisted Government services; Development of service delivery standards and regulations; Inter-Agency collaboration; and provision of training, consultancy and research for customer service excellence to maintain high quality standards of public service delivery.

The One-Stop-Shop Bill will provide for the establishment of the Institutional and Governance legislative framework and implementation of the One-Stop-Shop Government Services policy and the set up of the Huduma Kenya Agency.

4.1.2 Organizational Structure

Huduma Kenya will review its current organizational structure to align with the proposed Organizational Structure in the Huduma Kenya One-Stop Shop Government Services Bill.

4.1.3 Staff Establishment

Huduma Kenya shall review the staff establishment to ensure the complement is responsive to the current and emerging needs of the organization.

To effectively implement the Digitalization Plan, recruitment of staff to optimal levels will be paramount. The focus will be to bridge staff gaps as well as address gaps in critical and highly specialised skills.

Huduma Kenya shall continue to engage temporary staff on a need basis to offer mentorship and support Huduma Kenya initiatives.

4.1.4   Service Leaders' Engagement and CEO's Forums

Huduma Kenya will continue to hold quarterly workshops, one-on-one Service Leaders clinics and CEO's and Director forums with MCDAs for continual improvement of services deployed at the HKSDP platforms. The engagements will review MCDAs Service Level Agreements and Performance Scorecard (Availability across HKSDP platforms, Service Turn-Around Time, availability of specialised equipment and materials and customer satisfaction levels).

4.1.5   Public Relations and Branding

Huduma Kenya will undertake internal and external Public Relations, Communication and Branding to maintain the strong Huduma Kenya Brand.

Huduma Kenya will:

  i.   Revamp the Huduma Kenya Brand; and

 ii.   Undertake robust public awareness campaigns to promote the uptake of Government services.

Huduma Kenya will leverage the HKSDP platform, HKSDP social media accounts, print, audio-visual media and partnerships to undertake Public Relations, Communication and Branding activities.

4.2   Capacity Building

4.2.1   Digital Skills

Huduma Kenya shall undertake a skills gap analysis and training needs assessment to identify the necessary capacities and upskill and/or recruit officers to fill the skills gaps.

4.2.2   Change Management

The Digitalization Agenda will bring about changes in the normal business processes of service delivery. This will bring about the need for Change Management and awareness among staff and key stakeholders. This will include implementing strategies for effecting change, controlling change and helping people to adapt to the change.

Huduma Kenya shall implement change management strategies for effecting and helping people to adapt to the changes. Such strategies shall include: trainings, and upskilling staff on necessary competencies.

4.2.3   Staff Social Welfare and Mental Wellness Programs

Huduma Kenya will promote social welfare programs to ensure wholistic growth of staff at the work environment to promote work-life balance, happiness, economic, social and mental wellness for the realization of the organizational goals.

4.3 Research and Innovations

Huduma Kenya will conduct research and innovations to understand customer needs and their expectations regarding public service delivery. The research will be important in drawing interventions for service improvement, public service transformation and establishment of new channels for service delivery.

Huduma Kenya will also put forward concepts that will inform innovations that will enhance service delivery through the one-stop-shop platforms.

4.4 Benchmarking

The Digitalization Plan will be continuously enhanced through local, regional and global benchmarking activities to ensure the strategies are at par with Global Best Practices.

4.5 Financial Resources

Huduma Kenya having identified the strategies and initiatives that will be undertaken to realise this Digitalization Plan will allocate financial resources towards the achievement of the Digitalization Plan.

In order to ensure the full realisation of the planned activities, the following will be done:

i. **Government of Kenya** - Negotiate with The National Treasury for adequate recurrent and capital expenditure funding.

ii. **Partnerships and Collaborations** - Develop funding and partnership proposals in support of Technical Assistance, Capacity Building and Capital-intensive Projects. The Partnerships shall be guided by the Huduma Kenya Partnership Policy.

   Refer to Annex 3: Engagement procedure and Modalities of Engagement

iii. **Revenue Generation -** Introduce revenue-generating activities. Refer to Annex 4 on the detailed Revenue Framework.
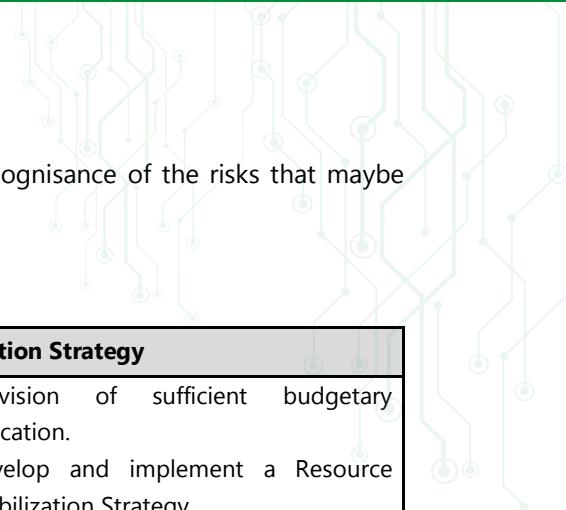
4.6   Risk Analysis and Mitigation Measures

The preparation of this Digitalization Plan took cognisance of the risks that maybe faced in the implementation of this Plan.

The risks and their mitigations are shown below:

	Risk factor	Level of Risk	Mitigation Strategy
1.	Inadequate levels of funding	High	o Provision of sufficient budgetary allocation. o Develop and implement a Resource Mobilization Strategy.
2.	Cyber security threat	High	o Conduct a cybersecurity risk assessment, which will help uncover potential gaps in the organization's security controls. o Transition from Single factor Authentication to Multi-factor Authentication.
3.	Resistance by staff to adapt to change	Medium	o Capacity Building and change management trainings on the digital interventions o Awareness and sensitization
4.	Data Privacy	High	o Comply with the Data Protection Act

Refer to Annex 5 for the Implementation Matrix

MONITORING
EVALUATION
AND LEARNING

MONITORING EVALUATION AND LEARNING
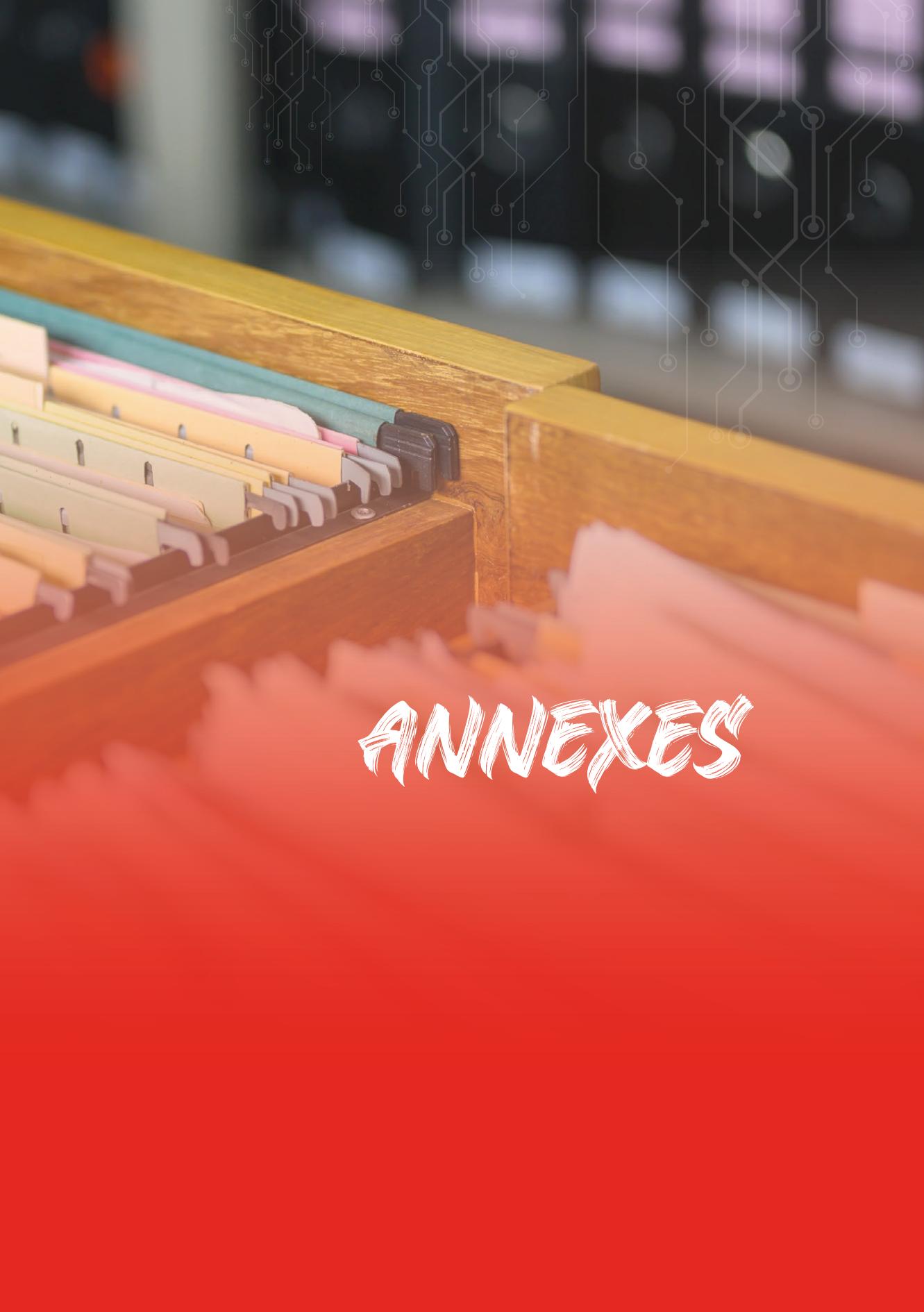
The purpose of monitoring, evaluation and learning is to ensure implementation of the plan is undertaken accordingly. The plan shall be monitored and evaluated during and after its implementation to assess the extent of achievements of planned activities and results.

The plan will be monitored through routine supervision, data collection, evaluation and reporting. Consistent progress reports on a quarterly and annual basis.

A Committee will be nominated by the Secretary/CEO, Huduma Kenya Secretariat to spearhead the Monitoring, evaluation and reporting of this Digitalization Plan.

Refer to Annex 6 for the Monitoring and Evaluation Matrix

ANNEXES

6.1 Annex 1: Digital and Manual Services offered at Huduma Centres

	Institution	Service	Online Status
1.	National Registration Bureau	1. Issuance of Initial Identity Card 2. Issuance of Duplicate Identity Card	Digitized A citizen must present him/herself at a service delivery centre for the service
2.	Access to Government Procurement Opportunities (AGPO)	3. Application for AGPO certificate	Fully online https://agpo.go.ke/ A citizen prints the certificate at his/her convenience
3.	Business Registration Service	4. Search/ Reservation of Business Name 5. Registration of Business Name 6. Registration of Limited Companies	online https://www.ecitizen.go.ke
4.	National Hospital Insurance Fund (NHIF)	7. NHIF member registration (Formal Sector) NHIF member registration (Informal Sector) 8. NHIF Statements	Online http://www.nhif.or.ke/healthinsurance/
5.	Kenya Revenue Authority	9. PIN Inquiry and Registration 10. Tax Compliance Cert. Application 11. Tax Exemption Application 12. Data correction e.g., change of particulars 13. Tax return filing (upload and submission) 14. Tax Exemption Application 15. Inquiry of Tax Status	Online https://kra.go.ke/en/ https://www.ecitizen.go.ke
6.	Civil Registration Department	16. Issuance/ Replacement of Birth and Death Certificate 17. Issuance of Birth and Death Certificate	Partially online https://www.ecitizen.go.ke Form and payment done via E-citizen A customer must visit a service point for processing and collection of a Birth/Death certificate
7.	Directorate of Criminal Investigation	18. Police Clearance Certificate	Partially online https://www.ecitizen.go.ke A customer must visit a service point for finger prints taking

	Institution	Service	Online Status
8.	Ethics and Anti-Corruption Commission (EACC)	19. Clearance certificate 20. Reporting Corruption Cases 21. Issuance and submission of Self Declarations Forms	Digitized Partly online http://eacc.go.ke
9.	National Social Security Fund (NSSF)	22. NSSF member registration 23. NSSF statements 24. Registration of employer with NSSF	Online
		25. NSSF Card replacement	Manual
		26. Receiving NSSF Claims	Manual
10.	Higher Education Loans Board Committee (HELB)	27. Student Loan Application (undergraduate/ postgraduate/ salaried) 28. HELB Compliance Certificate 29. Clearance Certificate (Loanee and Non-loanee) 30. Clearance Certificate (Loanee and Non-loanee)	Online https://portal.helb.co.ke https://www.ecitizen.go.ke
11.	Kenya Power	31. Registration for Electricity 32. Electricity Queries	Online https://www.kplc.co.ke/
		33. Closure of Accounts	Manual
12.	Independent Electoral and Boundaries Commission (IEBC)	34. Registration of voters	Digitized Citizens must present him/herself at a service delivery centre for the service
13.	Ombudsman	35. Receiving complaints on service delivery	Online http://cmis.ombudsman.go.ke
14.	Kenya Accountants and Secretaries National Examination Committee (KASNEB)	36. Registration as a new student 37. Examination booking 38. Application for Exemption 39. Application for a student ID 40. Reactivation of membership 41. Certificate and Card Enquiry	Online https://online.kasneb.or.ke/
15.	National Construction Authority (NCA)	42. Registration, upgrade and downgrade of Contractors 43. Accreditation of Skilled workers and site supervisors 44. Registration of Construction projects 45. Registration, upgrade and downgrade of Contractors	Online https://portal.nca.go.ke/ https://www.ecitizen.go.ke

	Institution	Service	Online Status
16.	Directorate of Immigration	46. Kenya Passport 47. Kenyan visa 48. Permit	Partial Online https://www.ecitizen.go.ke
17.	Department of Pensions	49. Status of Pension Claim 50. Application for Dependents' Pension Claims 51. Claims for Returned Pensions 52. Change of Pay Point	Online
18.	Office of the Attorney General.	53. Registrar of marriages. 54. Registrar of societies.	Online
19.	Respective County Government	55. Seasonal Parking tickets 56. Issuance of Single Business Permit 57. Payment of Rent and Rates	Online Different county portals
		58. Body Mass Index and health promotion messages 59. Blood Pressure 60. Blood Sugar 61. Yellow fever injection	Manual
		62. Liquor licensing	Online Different county portals
		63. Impounding charges	Manual
		64. Adult Education Services 65. Hiring of machinery from public works department 66. Payment for advertisements 67. County land search 68. Issuance of fertilizer permits 69. Boda boda registration 70. Issuance of PSV app forms 71. Payment of CESS for sand harvesters 72. Approval of building plans 73. Weights and measures compliance	Manual
20.	Ministry of Public Service and Gender	74. Credit services to women, youth and PLWD entrepreneurs Affirmative Action Funds; Women Enterprise Fund (WEF), Youth Enterprise Development Fund (YEDF) and UWEZO Fund	Manual

	Institution	Service	Online Status
21.	Ministry of Lands, Housing and Urban Development	75. Assessment of Stamp Duty 76. Franking of Stamp Duty Documents	Manual
22.	Ministry of Labour and Social Protection	77. Registration and Renewal of Self-Help Groups and CBOs	Manual
23.	National Police Service	78. Issuance of Police Abstract	Manual
24.	Water and Sewerage Companies in the Counties; Thika Water and Sewerage Company, Kirinyaga Water and Sanitation Company and Kilifi Mariakani Water and Sewerage Company Limited	79. New Water Connection application 80. Reconnection of water supply or Disconnection request by the customer 81. Billing enquiries 82. Adjustment of customer account 83. Laboratory Services	Manual
25.	Postal Corporation of Kenya	84. Posta Pay 85. EMS Courier services	Manual
26.	National Aids Control Counsel	86. HIV awareness through the dissemination of educative materials 87. VCT services 88. Referrals of those who test positive to hospitals and health facilities within their locality to be under medication	Manual
27.	Kenya Network Information Centre (KeNIC)	89. Domain Name Search and Registration 90. Website hosting services	Online
28.	Department of Gender	91. Sensitization on Gender empowerment 92. Receiving Complaints on Gender-based abuse 93. Receiving application for NGAF fund	Manual

	Institution	Service	Online Status
29.	Kenya National Chamber of Commerce and Industry (KNCCI)	94. Registration of member businesses 95. Registration for conferences 96. Issuance of certificate of origin	Manual
30.	National Drought Management Authority (NDMA)	97. Cash transfer payment 98. Update of household details 99. Registration of complaints/ case management	Manual
31.	Kenya National Commission on Human Rights (KNCHR)	100. Receiving, processing, referral and resolution of human rights complaints 101. Conducting public sensitization on human rights issues	Manual
32.	KEPHIS	102. Recommended crop varieties 103. Seed testing and certification services	Manual
33.	NACADA	104. Control of drug and alcohol abuse	Manual
34.	Kenya Universities and Colleges Central Placement Service (KUCCPS)	105. Career advice and guidance 106. Revision of choices 107. Placement to universities and colleges	Online
35.	National Transport and Safety Authority	108. Issuance of Number Plates 109. Issuance of Vehicle Log Book 110. Issuance and Renewal of Driving License 111. Licensing of PSV Motor Vehicles and Motor Vehicle Inspection 112. Log Book Search (confirmation of status).	Online on E-citizen and NTSA TIMS

6.2 Annex 2: Citizen Segmentation and Customer Services Needs

	Services/Needs	Special Characteristics	Facilities needed
61 years-onwards Senior citizens No. of Citizens	**Services** o All **Needs** o Respect o Patience o Empathy o Given preference/ Quick service delivery o Addressing them in a language they understand o Special equipment	o They usually have helpers (their children/grandchildren) o Most have walking aid (sticks) o Seek service at the last minute o Get easily agitated o Not technology averse o Live in remote areas o Need assistance in filling out forms o Prone to cyber theft o Some can't walk/see/hear o Sometimes demand services not offered by Huduma centres o Don't visit centres frequently	o Ramps (well-constructed) o Handrails (ramps) o Anti–slippery floor o Rubber (coated) Walking sticks o Staff to walk around with customer filing forms **How to reach them** o Baraza o Local radio stations/TV
50-60 years old	**Services** o All **Needs** o Respect o Handled with care (Empathy) o Addressing them in a language they understand o Help with technology o Quick service delivery o Clear instructions o Patience	o Curious about and don't trust technology o Prefer a manual way of doing things o Political correctness is important to them o Probe not cyber theft	**How to reach them** o IEC materials brochures o TV/radio/ o Print media
38 – 49 years old	**Services** - All **Needs** o Digital services o Extremely Quick services o Respect o Clear instructions o Timely and accurate feedback	o They are usually accompanied by small babies o Some are pregnant o Technology able o Know it attitude o Very appreciative when served well	o Baby changing rooms o Pregnant women and women with babies under 2 years to be a priority o Educate them on available technology so that they don't have to come to the centres (Huduma Online Channels) **How to reach them** o TV/radio o Print media

	Services/Needs	Special Characteristics	Facilities needed
20-37 years old	**Services - All** **Need** o Digital services o Multitasking o Different channels of service delivery o Respect o Clear instructions o Timely and accurate feedback o Understanding o Patience	o They are usually accompanied by small babies o Some are pregnant o Technology savvy o Respect is given to competency not title o Rather Text than call o Know it attitude	o Educate them on available technology so that they don't have to come to the centres o Baby changing rooms o Pregnant women and women with babies under 2 years to be a priority **How to reach them** o Social media/groups
1 day -19 years old	**Services** o Birth Certificate o Initial ID o HELB o KASNEB o Online services e.g., e-Citizen and University Placement **Needs** o End-to-end online services o Understanding o Special needs (breastfeeding room/changing room/preference) o Patience	o They usually accompany their parents to service points o Timid o Appreciative o Technology savvy	o Baby changing rooms o Educate them on available technology so that they don't have to come to the centres **How to reach them** o Social media/groups
Special Groups	**Needs** o Need to be understood o Special needs (preference) o Patience o Empathy o Respect o Extremely quick services	o They are usually accompanied by a helper	o Sign language o Priority o Priority o Braille o Wider entrances o Special toilets o Ramps o Hand rails o Anti –slippery floor o Rubber (coated) Walking sticks

6.3 Annex 3: Modalities of Engagement for Partnerships and Collaborations

i Engagement procedure

The procedure for engaging Partners shall be as follows:

a An interested party writes to HKS and formally indicates his/her intent to engage or Huduma Kenya writes to a target Institution for a proposes collaboration;

Where HKS initiates the collaboration steps (b) to (e) shall not apply.

b HKS shall respond by requesting the requisite information within a reasonable time by attaching a template on the list of requirements :

c The interested party responds by providing the requisite information.

d The CEO appoints a Team to undertake due diligence on the proposal submitted and forwards a report on its findings to the CEO

e Subject to the CEO's review of the report and engagement with the Ministerial Leadership team, HKS shall communicate with the interested party on acceptance/rejection of the proposal and give the way forward.

ii Modalities of engagement

The modes of engagement shall be as follows:

a **Design-Build (DB):** Under this model, the government contracts with a private partner to design and build a facility in accordance with the requirements set by the government. After completing the facility, the government assumes responsibility for operating and maintaining the facility.

b **Design-Build-Operate (DBO):** Under this model, the government contracts with a private partner to design and build a facility in accordance with the requirements set by the government. After completing the facility, the ownership of the facility remains with the public sector while the private partner operates the facility according to public performance requirements. The operator is also responsible for replacing the assets whose life has expired.

c **Design-Build-Operate-Maintain (DBOM):** This combines the responsibilities of design-build procurements with the operations and maintenance of a facility for a specified period by a private sector partner. At the end of that period, the facility is transferred back to the public sector. This model is also referred to as Build-Operate-Transfer (BOT).

d **Build-Lease-Transfer (BLT)**: After building the asset, the concessionaire rents or leases it from the Government and eventually transfers it again.

e **Design-Build- Finance-Operate/Maintain (DBFO or DBFM**): Under this model, the private sector designs, builds, finances, operates/or maintains a new facility under a long-term lease. At the end of the lease term, the facility is transferred to the public sector.

f **Build Own Operate (BOO):** In this model, the government grants the right to finance, design, build, operate and maintain a project to a private entity, which retains ownership of the project. The private entity is not required to transfer the facility back to the government.

g **Build-Own-Operate-Transfer (BOOT)**: In this model, the government grants a franchise to a private partner to finance, design, build and operate a facility for a specified period of time. Ownership of the facility is transferred back to the public sector at the end of that period.

h **Buy-Build-Operate (BBO):** BBO is a form of an asset sale that includes a rehabilitation or expansion of an existing facility. The government sells the asset to the private sector entity, which then makes the improvements necessary to operate the facility in a profitable manner.

i **Unsolicited Bids**: These are bids for which a private entity or an individual identifies and submits a proposal to the competent authority. The proposal is examined using defined criteria and if it qualifies it is designated as a PPP. Such bids emanate from the fact that potential PPPs may not always be known and tendered to the public for submission of bids.

j **Solicited Bids**: These are bids for which a competent authority identifies for private participation and announces a request for proposal, leading to the selection of the successful bidder.

6.4 Annex 4: Revenue Generation Activities

No.	Revenue generation activity	Targeted Stakeholders	Inputs	Responsible Unit
1.	Huduma Kenya Business Process Outsourcing (Universal Agent)	MCDAs	Training Contracts	SD
Advertisements and Co-branding				
2.	Huduma Centre Screens	MCDAs Private sectors	Large Display screens Advertising Agencies	PRC
3.	Set up of Billboards in Huduma Centres compounds.	MCDAs Private sectors	Space enacting billboards Advertising Agencies	PRC
4.	HudumaLife App and Website	MCDAs Private sectors	Advertising Agencies	PRC
5.	Wi-Fi infrastructure	MCDAs Private sectors	Wi-Fi infrastructure Advertising Agencies	PRC
6.	Huduma on Wheels	MCDAs Private sectors	Screens Advertising Agencies	PRC
7.	Huduma self-services Kiosks	MCDAs Private sectors	Screens Advertising Agencies	PRC
8.	Huduma Interactive Media	MCDAs Private sectors	Screens Advertising Agencies	PRC
9.	Co-branding	MCDAs Private sectors	Huduma physical infrastructure	PRC
Space Leasing				
10.	Huduma Centres and Huduma Mashinani	Private sectors	Space	Administration
11.	Huduma Contact and Tele-counselling Centre	MCDAs Private sectors	Space	SD
12.	Contact Centre Solution	MCDAs Private sectors	HCTC Infrastructure and systems	SD
Consultancy				
13.	Training	MCDAs Private sectors	Training Materials Tutors Pricing schedule	SD
14.	Customer Service Excellence Quality Standard training.	MCDAs Private sectors	Training Materials Tutors Pricing schedule	SD
15.	Huduma Consultancy	MCDAs Private sectors	Consultancy rate	SD
16.	Centre for Enablement	MCDAs Private Institutions	Huduma Centre of Excellence	SD

No.	Revenue generation activity	Targeted Stakeholders	Inputs	Responsible Unit
Revenue-share				
17.	Service charge	MCDAs Private sector	Revenue sharing Agreement	Finance
Cloud hosting				
18.	Data Centre - Cloud hosting	MCDAs Private sectors	Sub-contracting cloud hosting infrastructure	ICT
Software as a service				
19.	SBA	MCDAs Private sectors	SBA platform	ICT
20.	Huduma E-Commerce platform for private sector services	Private Sector	E-commerce platform	SD

6.5   Annex 5: Implementation Matrix

Strategic Pillar 1: Whole of Government Support - Customer Convenience and Experience
Output: Increased customer satisfaction level

#	Strategy	Actions	Expected Output	Output Indicators	Total Budget (Kshs. Million)	Budget (Kshs. Million) 23/24	24/25	25/26	Source Of Funding GoK	Donor	Actor	Responsible Division
1.	Introduce the universal agent - (No door – No windows service delivery model)	i Enable staff to offer digital services	Staff enabled to offer digital services.	o 3,000 staff with user rights to offer digital services. o No. of digital services offered	15	5	5	5	✓		HKS MCDAs E-citizen	SD
		ii Implement the universal agent delivery model	Universal agent delivery model implemented	o 3,000 universal agents deployed across the Huduma Kenya platforms	120	40	40	40	✓		HKS MCDAs	SD
		iii Integrate HKSDP platforms with the shared services platform	HKSDP platforms integrated with the shared services platform	o No. of shared services integrated with HKSDP platforms	20	10	10	-	✓		HKS ICTA	ICT
		iv Connect HKSDP to NOFBI	HKSDP connected to NOFBI	o 33 HC connected to NOFBI	10	4	3	3	✓		HKS ICTA	ICT

#	Strategy	Actions	Expected Output	Output Indicators	Total Budget (Kshs. Million)	Budget (Kshs. Million)			Source Of Funding		Actor	Responsible Division
						23/24	24/25	25/26	GoK	Donor		
v		Make Physical platforms become public Wi-Fi hotspots	Physical platforms serving as public Wi-Fi hotspots	o 52 HCs and 100 serving as public hotspots	30	10	10	10	✓		HKS ICTA	ICT
vi		Develop a Huduma Digital Assistant	Huduma digital Assistant developed and implemented	o Huduma Virtual Assistant	50	30	10	10	✓		HKS ICTA	ICT
vii		Develop the Huduma Avatar	Huduma Avatar developed and implemented	o Huduma Avatar	50	30	10	10	✓		HKS ICTA	ICT
viii		Equip Huduma Centres with PWD accessibility devices and tools.	Huduma Centres equipped with accessibility devices for PWDs	o Huduma Centres equipped with accessibility devices for PWDs	800	400	200	200	✓		HKS NCPWD	SD
ix		Train Huduma staff as part of disability mainstreaming	Staff trained	o 3,000 staff trained	120	40	40	40	✓		HKS NCPWD	SD
x		Implement a CRM solution	CRM implemented and deployed	o The CRM solution	100	40	30	30	✓		HKS	ICT
xi		Collect and analyse customer interaction data	Customer interaction data collected and analysed	o Analysed customer interaction data	25	10	10	5	✓		HKS	ICT

#	Strategy	Actions	Expected Output	Output Indicators	Total Budget (Kshs. Million)	Budget (Kshs. Million)			Source Of Funding		Actor	Responsible Division
						23/24	24/25	25/26	GoK	Donor		
		xii Build a data-predictive analytical model	Data predictive analytical model built	o Functional Data Predictive analytical model								
		xiii Build an API for the centralised biometrics system.	API built	o Functional API	10	5	5	-	✓	✓	HKS	Security
2.	New Huduma Kenya Service Delivery Platforms	i Set up Self-service Kiosks "ATM" across the country	Self-service kiosks "ATM" deployed across the country	o 100 self-service kiosks "ATM" deployed across the country o 12M customers served annually.	600	200	200	200	✓	✓	HKS MCDAs ICTA	ICT
		ii Design and implement a Virtual Huduma Centre	Virtual Huduma Centre designed and implemented	o Virtual Huduma Centre operationalized. o 5M Customers served yearly.	100	100			✓	✓	HKS MCDAs ICTA	ICT PRC
		iii Design and implement a citizen education/user tutorial portal	Citizen education/user tutorial portal designed	o Citizen education/ user tutorial portal o 10M customers served yearly.	30	10	10	10	✓	✓	HKS MCDAs	PRC ICT

#	Strategy	Actions	Expected Output	Output Indicators	Total Budget (Kshs. Million)	Budget (Kshs. Million) 23/24	24/25	25/26	Source Of Funding GoK	Donor	Actor	Responsible Division
iv		Establish Huduma Centres in sub-counties in collaboration with NG-CDF and partners	Mini Huduma Centres in sub-counties/constituencies established	o 50 Huduma Mini-Centres operationalized in sub-counties o 12M customers served annually.	10,000	4,000	3,000	3,000	✓	✓	HKS NG-CDF partners	Adm.
v		Establish Huduma Mini-Centres in sub-counties	Mini Huduma Centres in sub-counties/constituencies established	o 50 Huduma Mini-Centres operationalized in sub-counties o 12M customers served annually.	10,000	4,000	3,000	3,000	✓	✓	HKS NG-CDF partners	Adm.
vi		Procure fully fabricated truck/bus	fully fabricated truck/bus procured	o 10 fully fabricated trucks/buses procured o 2M customers served through Huduma on Wheels annually.	500	200	150	150		✓	HKS	Adm.
vii		Procure devices for Huduma Mlangoni services	Devices for Huduma Mlangoni procured	o No. of devices procured and configured with digital services. o 2M customers served annually	100	40	30	30		✓	HKS	SD

#	Strategy	Actions	Expected Output	Output Indicators	Total Budget (Kshs. Million)	Budget (Kshs. Million) 23/24	24/25	25/26	Source Of Funding GoK	Donor	Actor	Responsible Division
		viii Operationalize Huduma Global	Huduma Global operationalized	o 10 Huduma Global sites operationalized o 100,000 citizens served annually.	100	50	50	-		✓	HKS MFA	SD
3.	Revamp Existing HKSDP platforms	i Diversify the array of services offered by Huduma Contact Centre	An array of services offered by Huduma Contact Centre diversified	o No. of diversified services o 10M customers served yearly.	15	5	5	5	✓	✓		SD
		ii Upgrade HCTC to a fully-fledged 24/7 Contact centre with global reach.	HCTC upgraded to provide global support to Government services	o Huduma Contact Centre upgraded to provide global support to Government services o 180 additional HCTC agents engaged	200	100	100	-	✓	✓	HKS MCDAs	SD
		iii Revamp Huduma Centres	Huduma Centre revamped	o No. of Huduma Centres revamped	100	30	30	40	✓	✓	HKS	Adm.
		iv Undertake Huduma Mashinani outreaches	300 Huduma Mashinani undertaken	o No. of Huduma Mashinanis	30	10	10	10	✓	✓	HKS MCDAs Partners	SD

#	Strategy	Actions	Expected Output	Output Indicators	Total Budget (Kshs. Million)	Budget (Kshs. Million) 23/24	24/25	25/26	Source Of Funding GoK	Donor	Actor	Responsible Division
v		Upgrade compute and storage for Huduma Data Centres	Compute and Storage expanded	o Compute and Storage	200	70	80	50	✓		HKS	ICT
vi		Refurbish the 2 Data centres	Huduma Data Centres refurbished	o Refurbishment reports	50	15	5	5	✓		HKS	ICT
vii		Upgrade Huduma Kenya Software	Huduma Kenya software upgraded	o No. of software upgraded	200	70	80	50	✓		HKS	ICT
viii		Upgrade End-user terminals	End-user terminals upgraded	o No. of end-user terminals upgraded	100	40	30	30	✓		HKS	ICT
ix		Procure smart Smart Security Technologies	Smart Security Technologies procured	o No. of CCTV cameras procured and installed	200	100	50	50	✓		HKS	Security
				o No. of Video Management solution licenses	12	4	4	4	✓		HKS	Security
				o No. of Imaging solutions and walkthrough Machines	100	50	25	25	✓		HKS	Security
				o No. of Biometric Control and Licenses	25	15	5	5	✓		HKS	Security
				Total for Whole of Government Support	**23,987**	**9,733**	**7,237**	**7,017**				

Strategic Pillar 2: Customer Service Excellence Standard

Output: Standardized customer experience across the Public Sector

#	Strategy	Actions	Expected Output	Output Indicators	Total Budget (Kshs. Million)	Budget (Kshs. Million)			Source Of Funding		Actor	Responsible Division
						23/24	24/25	25/26	GoK	Donor		
1.	Organizations certification to the Huduma Kenya Customer Service Quality Standard.	i Develop/review the Huduma Kenya Customer Service Quality Standard.	Huduma Kenya Customer Service Quality Standard approved	o Huduma Kenya Customer Service Quality Standard.	3	2	1	-	✓		HKS	SD
		ii Establish and operationalize a Centre for Enablement	A Centre for Enablement established and operationalized	o A Centre for Enablement	100	50	50	-	✓	✓	HKS	SD
		iii Accreditation of Huduma Kenya Secretariat to certify organizations	Huduma Kenya accredited	o Certificate of accreditation	50	30	10	10	✓	✓	HKS	SD
		iv Certify the MCDAs to the Huduma Kenya Customer Service Quality Standard.	Organizations certified	o No. of organizations certified	120	40	40	40	✓	✓	HKS	SD

#	Strategy	Actions	Expected Output	Output Indicators	Total Budget (Kshs. Million)	Budget (Kshs. Million)			Source Of Funding		Actor	Responsible Division
						23/24	24/25	25/26	GoK	Donor		
v		Develop/review Huduma Kenya Customer Service Delivery Standards Manuals	Customer Service Delivery Standards Manual developed	o Approved Customer Service Delivery Standards Manual	5	5	-	-	✓		HKS	SD
vi		Undertake continuous staff training on Huduma Kenya Customer Service Delivery Standards Manuals	Staff training on Customer Service Delivery Standards	o No. of staff trained	120	40	40	40	✓		HKS	SD
vii		Undertake continuous Monitoring of Customer Service Delivery Standards Manuals	100% adherence to Huduma Kenya Customer Service Delivery Standards Manuals	o % of adherence to Customer Service Delivery Standards Manuals	30	10	10	10	✓		HKS	SD
			Total for Customer Service Excellence Standard		428	177	151	100				

Strategic Pillar 3: Partnerships and collaborations

Output: Formed Partnership and Collaboration

#	Strategy	Actions	Expected Output	Output Indicators	Total Budget (Kshs. Million)	Budget (Kshs. Million)			Source Of Funding		Actor	Responsible Division
						23/24	24/25	25/26	GoK	Donor		
1.	Enhance partnerships and collaborations	i Engage partners and stakeholders to deploy and set up innovative SD Solutions	Partners and stakeholders engaged	o No. of partners and stakeholders engaged	1000	400	300	300	✓	✓	HKS	SD
				Total for Partnerships and collaborations	**1,000**	**400**	**300**	**300**				

Strategic Pillar 4: Climate Action

Output: No. of initiatives undertaken

#	Strategy	Actions	Expected Output	Output Indicators	Total Budget (Kshs. Million)	Budget (Kshs. Million)			Source Of Funding		Actor	Responsible Division
						23/24	24/25	25/26	GoK	Donor		
1.	Enable the climate action	Plant 300M trees	300 trees planted and maintained	o No. of trees planted	16,800	5,600	5,600	5,600	✓	✓	HKS KFS	SD
		Support implementation of climate change initiatives/ directives	Climate change initiatives/ directives implemented	o Implemented climate change initiatives/directives	1000	400	300	300	✓	✓	HKS	All
				Total for Climate Action	**17,800**	**6000**	**5900**	**5900**				

Strategic Pillar 5: Paperless Huduma Kenya
Output: 80% of HKSDP processes automated

#	Strategy	Actions	Expected Output	Output Indicators	Total Budget (Kshs. Million)	Budget (Kshs. Million) 23/24	24/25	25/26	Source Of Funding GoK	Donor	Actor	Responsible Division
2.	Digitize and automate the operations of HKSDP	i Digitize all records	Records digitized	o 100% of records digitized	10	5	5		✓		HKS	Administration
		ii Implement an Enterprise Resource Planning Solution	Enterprise Resource Planning Solution implemented	o Implemented Enterprise Resource Planning Solution	50	50			✓		HKS	ICT
		iii Implement E-board solutions and virtual meetings tools	E-board solution and virtual meetings tools implemented	o Implemented E-board solution and virtual meetings tools	100	40	30	30	✓		HKS	CEO office
		iv Implement the 360o service dashboard solution	360° service dashboard solution implemented	o Implemented 360° service dashboard solution	20	10	10	-	✓		HKS	SD
		v Conduct online training	Training conducted through online platforms	o 30 Trainings conducted through online platforms	15	5	5	5	✓		HKS	SD

#	Strategy	Actions	Expected Output	Output Indicators	Total Budget (Kshs. Million)	Budget (Kshs. Million)			Source Of Funding		Actor	Responsible Division
						23/24	24/25	25/26	GoK	Donor		
		vi Install biometrics access controls in Huduma Kenya Platforms	Biometrics access controls installed in Huduma Kenya Platforms	o No. of Huduma Kenya platforms with biometrics access controls	60	20	20	20	✓		HKS	Security
	Total for Paperless Huduma Kenya				**592**	**299**	**149**	**109**				

Cross-cutting costs for implementing the Digitalization Plan

#	Strategy	Actions	Expected Output	Output Indicators	Total Budget (Kshs. Million)	Budget (Kshs. Million)			Source Of Funding		Actor	Responsible Division
						23/24	24/25	25/26	GoK	Donor		
1.	Institutional Framework	i Approval and Enactment of the One-Stop Shop Government Services Policy and Bill respectively	One-Stop Shop Government Services Policy approved and One-Stop Shop Government Services Bill enacted	Approved Policy and Act	3	2	1		✓		HKS	CEO office
		ii Review of the Organizational Structure	The Huduma Kenya Organizational Structure	Approved Huduma Kenya Organizational Structure	3	3	-	-	✓		HKS	HR
		iii Recruitment of staff to fill the Staff Establishment	Staff recruited	Optimum Nos. in the staff establishment	1400	400	500	500	✓		HKS	HR

#	Strategy	Actions	Expected Output	Output Indicators	Total Budget (Kshs. Million)	Budget (Kshs. Million) 23/24	24/25	25/26	Source Of Funding GoK	Donor	Actor	Responsible Division
		iv Service Leaders engagement and CEOs forums	Service Leaders engagements and CEOs forum undertaken	No. of Service Leaders and CEOs forums held	30	10	10	10	✓		HKS	SD
		v Revamp the Huduma Kenya Brand	Huduma Kenya brand revamped	Brand designs implemented	120	40	40	40	✓		HKS	PRC
		vi Undertake public awareness through Huduma Mashinani	Public awareness through Huduma Mashinani undertaken	No. of public awareness undertaken through Huduma Mashinani.	150	50	50	50	✓		HKS	PRC
2.	Capacity Building	i Training Staff on Digital Skills	Staff with digital skills	No. of staff trained	30	10	10	10	✓		HKS	HR
		ii Training on security and cyber crimes	Staff trained on security and cyber crimes	No. of staff trained	30	10	10	10	✓			
		iii Undertake Change Management initiatives	Effective and efficient management of change	No. of initiatives	30	10	10	10	✓		HKS	HR
		iv Social welfare and mental wellness program	Work-life balance	No. of initiatives	15	5	5	5	✓		HKS	HR

#	Strategy	Actions	Expected Output	Output Indicators	Total Budget (Kshs. Million)	Budget (Kshs. Million)			Source Of Funding		Actor	Responsible Division
						23/24	24/25	25/26	GoK	Donor		
3.	Research and innovations	i Conduct research and implement innovations	Research conducted and innovations implemented	No. of Research undertaken No. of Innovations implemented	90	30	30	30	✓		HKS	SD
		ii Undertake bench marking exercises	Benchmarking activities undertaken	Benchmarking reports	15	5	5	5	✓	✓	HKS	All
4.	Monitoring and evaluation exercises	i Conduct monitoring and evaluation exercises	monitoring and evaluation exercises conducted	% of the Digitalization plan implemented	60	10	10	40	✓	✓	HKS	CEO office
	Total for implementing the Digitalization Plan				**1,946**	**575**	**671**	**700**				

6.6   Annex 6: Monitoring and Evaluation Matrix

Strategic Pillar 1: Whole of Government Support - Customer Convenience and experience

Output: Increased customer satisfaction level

#	Strategy	Actions	Expected Output	Key Performance Indicators	Total	Target 23/24	Target 24/25	Target 25/26	Responsible Division
1.	Introduce the universal agent - (No door – No windows service delivery model)	i Enable staff to offer digital services	Staff enabled to offer digital services.	o No. of staff with user rights to offer digital services.	3,500	2500	500	500	SD
				o No. of digital services offered	5,000	2,000	3,000	5,000	
		ii Implement the universal agent delivery model	Universal agent delivery model implemented	o No. of universal agents deployed across the Huduma Kenya platforms	4,500	1,500	1,500	1,500	SD
		iii Integrate HKSDP platforms with the shared services platform	HKSDP platforms integrated with the 5 Government shared services platform	o No. of shared services integrated with HKSDP platforms	4	2	2	-	ICT
		iv Connect HKSDP to NOFBI	HKSDP connected to NOFBI	o No. of HCs connected to NOFBI	33	22	11	-	ICT
		v Make Physical platforms become public Wi-Fi hotspots	Physical platforms serving as public Wi-Fi hotspots	o No. of HCs serving as public hotspots	52	18	17	17	ICT
		vi Develop a Huduma Digital Assistant	Huduma digital Assistant developed and implemented	o Operationalized Huduma Virtual Assistant	1	-	1	-	ICT

64

#	Strategy	Actions	Expected Output	Key Performance Indicators	Target				Responsible Division
					Total	23/24	24/25	25/26	
		vii Develop the Huduma Avatar	Huduma Avatar developed and implemented	o Operationalized Huduma Avatar	1	-	1	-	ICT
		viii Equip Huduma Centres with PWD accessibility devices and tools.	Huduma Centres equipped with accessibility devices for PWDs	o Huduma Centres equipped with accessibility devices for PWDs	52	18	17	17	SD
		ix Train Huduma staff as part of disability mainstreaming	Staff trained	o No. of staff trained	4,500	1,500	1,500	1,500	SD
		x Implement a CRM solution	CRM implemented and deployed	o The CRM solution	1	-	1	-	ICT
		xi Collect and analyse customer interaction data	Customer interaction data collected and analysed	o Analysed customer interaction data					ICT
		xii Build a data-predictive analytical model	Data predictive analytical model built	o Functional Data Predictive analytical model	1	1	-	-	
		xiii Build an API for the centralised biometrics system.	API built	o Functional API	1	1	-	-	Security
2.	New Huduma Kenya Service Delivery Platforms	i Set up Self-service Kiosks "ATM" across the country	Self-service kiosks "ATM" deployed across the country	o No. of self-service kiosks "ATM" deployed across the country	100	30	30	40	ICT

#	Strategy	Actions	Expected Output	Key Performance Indicators	Total	23/24	24/25	25/26	Responsible Division
				o No. of customers served.	20M	4M	4M	12M	
		ii Design and implement a Virtual Huduma Centre	Virtual Huduma Centre	o Virtual Huduma Centre operationalized.	1	-		1	ICT PRC
			designed and implemented	o No. of Customers served	5	-	-	5	
		iii Design and implement a citizen education/user tutorial portal	Citizen education/user tutorial portal designed	o Citizen education/ user tutorial portal	1	1	-	-	PRC ICT
				o No. of customers served.	30	10	10	10	
		iv Establish Huduma Mini-Centres in sub-counties	Mini Huduma Centres in sub-counties/constituencies established	o No. of Huduma Mini-Centres operationalized in sub-counties	50	15	15	20	Adm.
				o No. of customers served.	24	6	6	12	
		v Procure fully fabricated truck/bus	fully fabricated truck/bus procured	o No. of fully fabricated trucks/buses procured	10	3	3	4	Adm.
				o No. of customers served through Huduma on Wheels annually.	8M	2M	2M	6M	

#	Strategy	Actions	Expected Output	Key Performance Indicators	Target				Responsible Division
					Total	23/24	24/25	25/26	
		vi Procure devices for Huduma Mlangoni services	Devices for Huduma Mlangoni procured	○ No. of devices procured and configured with digital services.	100	50	50	-	SD
				○ No. of customers served annually	6M	2M	2M	2M	
		vii Operationalize Huduma Global	Huduma Global operationalized	○ No. of Huduma Global sites operationalized	10	-	5	5	SD
				○ No. of citizens served.	100,000	-	50,000	50,000	
3.	Revamp Existing HKSDP platforms	i Diversify the array of services offered by Huduma Contact Centre	An array of services offered by Huduma Contact Centre diversified	○ No. of diversified services.	60	30	30	30	SD
		ii Upgrade HCTC to a fully-fledged 24/7 Contact centre with global reach.	HCTC upgraded to provide global support to Government services	○ Upgraded Huduma Contact Centre	1	1	-	-	SD
				○ No. of Government services provided globally through the HCC	5,000	2,000	3,000	5,000	
				○ No. of customers interactions annually	30M	10M	10M	10M	
				○ No. of agents engaged	200	50	50	100	

#	Strategy	Actions	Expected Output	Key Performance Indicators	Total	Target 23/24	Target 24/25	Target 25/26	Responsible Division
iii		Revamp Huduma Centres	Huduma Centre revamped	o No. of Huduma Centres revamped	52	18	17	17	Adm.
iv		Undertake Huduma Mashinani outreaches	Huduma Mashinani undertaken	o No. of Huduma Mashinanis undertaken	300	100	100	100	SD
v		Upgrade compute and storage for Huduma Data Centres	Compute and Storage expanded	o No. of Compute a	8	4	2	2	ICT
				o Amount of storage procured	80TB	40	20	20	ICT
vi		Refurbish the 2 Data centres	Huduma Data Centres refurbished	o No. of Data Centres Refurbished	2	1	1	-	ICT
vii		Upgrade Huduma Kenya Software	Huduma Kenya software upgraded	o No. of software upgraded	20	10	5	5	ICT
viii		Upgrade End-user terminals	End-user terminals upgraded	o No. of end-user terminals upgraded	2,000	1,000	500	500	ICT
ix		Procure smart Security technologies	CCTV cameras and imaging solutions procured	o No. of CCTV cameras procured and installed	450	150	150	150	Security
				o No. of Video Management solution licenses	450	150	150	150	Security
				o No. of Imaging solutions	7	3	2	2	Security
				o No. of Walkthrough Machines	50	20	20	10	Security

#	Strategy	Actions	Expected Output	Key Performance Indicators	Total	23/24	24/25	25/26	Responsible Division
				Target					
				o No. of Biometric Control and Licenses	200	100	50	50	Security

Strategic Pillar 2: Customer Service Excellence Standard
Output: Standardized customer experience across the Public Sector

#	Strategy	Actions	Expected Output	Key Performance Indicators	Total	23/24	24/25	25/26	Responsible Division
2.	Organizations certification to the Huduma Kenya Customer Service Quality Standard.	i Develop/review the Huduma Kenya Customer Service Quality Standard.	Huduma Kenya Customer Service Quality Standard approved	o Approved Huduma Kenya Customer Service Quality Standard.	1	1	-	-	SD
		ii Establish and operationalize a Centre for Enablement	A Centre for Enablement established and operationalized	o A Centre for Enablement operationalized	1	-	1	1	SD
		iii Accreditation of Huduma Kenya Secretariat to certify organizations	Huduma Kenya accredited	o Certificate of Accreditation	1	-	1	-	SD
		iv Certify the MCDAs to the Huduma Kenya Customer Service Quality Standard.	Organizations certified	o No. of organizations certified	5	-	2	3	SD

#	Strategy	Actions	Expected Output	Key Performance Indicators	Target				Responsible Division
					Total	23/24	24/25	25/26	
		v Develop/review Huduma Kenya Customer Service Delivery Standards Manuals	Customer Service Delivery Standards Manual developed	o Approved Customer Service Delivery Standards Manual	5	2	3	-	SD
		vi Undertake continuous staff training on Huduma Kenya Customer Service Delivery Standards Manuals	Staff training on Customer Service Delivery Standards	o No. of staff trained	4,500	1500	1500	1500	SD
		vii Undertake continuous Monitoring of Customer Service Delivery Standards Manuals	adherence to Huduma Kenya Customer Service Delivery Standards Manuals	o % of adherence to Customer Service Delivery Standards Manuals	95%	75%	85%	95%	SD

#	Strategy	Actions	Expected Output	Key Performance Indicators	Target					Responsible Division
					Total	23/24	24/25	25/26		
Strategic Pillar 3: Partnerships and collaborations										
Output: Formed Partnership and Collaboration										
2.	Enhance partnerships and collaborations	i Engage partners and stakeholders to deploy and set up innovative Service Delivery Solutions	Partners and stakeholders engaged	o No. of partners and stakeholders engaged	30	10	10	10		SD
Strategic Pillar 4: Climate Action										
Output: No. of initiatives undertaken										
3.	Enable the climate action	i Plant 300M trees	300 trees planted and maintained	o No. of trees planted	300	100	100	100		SD
		ii Support implementation of climate change initiatives/ directives	Climate change initiatives/ directives implemented	o Implemented climate change initiatives/directives	5	-	2	3		All
Strategic Pillar 5: Paperless Huduma Kenya										
Output: 80% of HKSDP processes automated										
4.	Digitize and automate the operations of HKSDP	i Digitize all records	Records digitized	o % of records digitized	100%	40%	70%	100%		Administration
		ii Implement an Enterprise Resource Planning Solution	Enterprise Resource Planning Solution implemented	o Implemented Enterprise Resource Planning Solution	1	-	1	-		ICT

#	Strategy	Actions	Expected Output	Key Performance Indicators	Target				Responsible Division
					Total	23/24	24/25	25/26	
		iii Implement E-board solutions and virtual meetings tools	E-board solution and virtual meetings tools implemented	o Implemented E-board solution and virtual meetings tools	2	1	1	-	CEO office
		iv Implement the 360° service dashboard solution	360° service dashboard solution implemented	o Implemented 360° service dashboard solution	1	1	-	-	SD
		v Conduct online training	Training conducted through online platforms	o No. of Trainings conducted through online platforms	30	10	10	10	SD
		vi Install biometrics access controls in Huduma Kenya Platforms	Biometrics access controls installed in Huduma Kenya Platforms	o No. of Huduma Kenya platforms with biometrics access controls	52	18	17	17	Security

Implementation Framework

#	Strategy	Actions	Expected Output	Key Performance Indicators	Total	23/24	24/25	25/26	Responsible Division
1.	Institutional Capacity	i Approval and Enactment of the One-Stop Shop Government Services Policy and Bill respectively	One-Stop Shop Government Services Policy approved and One-Stop Shop Government Services Bill enacted	Approved Policy and Act	2	2		-	CEO office
		ii Review of the Organizational Structure	The Huduma Kenya Organizational Structure	Approved Huduma Kenya Organizational Structure	1	1	-	-	HR

#	Strategy	Actions	Expected Output	Key Performance Indicators	Target				Responsible Division
					Total	23/24	24/25	25/26	
		iii Recruitment of staff to fill the Staff Establishment	Staff recruited	Optimum Nos. in the staff establishment	300	100	100	100	HR
		iv Service Leaders engagement and CEOs forums	Service Leaders engagements and CEOs forum undertaken	No. of Service Leaders and CEOs forums held	18	6	6	6	SD
		v Revamp the Huduma Kenya Brand	Huduma Kenya brand revamped	Brand designs implemented	100%	30%	60%	100%	PRC
		vi Undertake public awareness through Huduma Mashinani	Public awareness through Huduma Mashinani undertaken	No. of public awareness campaigns undertaken.	36	12	12	12	PRC
2.	Capacity Building	i Training Staff on Digital Skills	Staff with digital skills	No. of staff trained	300	100	100	100	HR
		ii Undertake Change Management initiatives	Effective and efficient management of change	No. of initiatives	5	2	3	-	HR
		iii Social welfare and mental wellness program	Work-life balance	No. of initiatives	12	4	4	4	HR

#	Strategy	Actions	Expected Output	Key Performance Indicators	Target				Responsible Division
					Total	23/24	24/25	25/26	
Research and innovations									
3.	Research and innovations	Conduct research and implement innovations	Research conducted and innovations implemented	No. of Research undertaken	8	2	2	2	SD
				No. of Innovations implemented	8	2	2	2	
		Undertake bench marking exercises	Benchmarking activities undertaken	No. of Benchmarking reports	4	1	2	1	All

6.7   Annex 7 : Huduma Kenya Leadership Members

N/O	NAME	DESIGNATION
1.	Mugambi Njeru	Ag. Secretary/CEO – Chair
2.	Moses Nooseli	Director Information and Communications Technology
3.	Stephen Ingabo	Director Public Relations and Communication
4.	Christine Githaiga	Programme Officer Quality Management
5.	Beatrice Chelangat	Programme Officer Policy and Legal
6.	Gatobu Kirera	Programme Officer Administration
7.	John Macharia	Programme Officer Accounts
8.	Kennedy Nyamao	Programme Officer Finance
9.	Samuel Ndirangu	Programme Officer Supply Chain Management
10.	Luka Mwangi	Programme Officer Customer Service Experience
11.	Linus Ofware	Programme Officer Safety and Security
12.	Japheth Muthama	Programme Officer Channels, Research and Innovation
13.	Judith Lagat	Programme Assistant Human Resource Management

6.8   Annex 8 : Huduma Kenya Digitalization Project Team

N/O	NAME	ROLE
1.	Mugambi Njeru	Overall team leader
2.	Luka Mwangi	Co- Chair
3.	Ester Muringo	Co- Chair
4.	Christine Githaiga	Member
5.	Beatrice Chelangat	Member
6.	Japheth Muthama	Member
7.	Kentice Ligami	Member
8.	John Obaka	Member
9.	Kevin Otieno	Member
10.	Mathew Kivava	Member
11.	Erick Mutwiri	Member
12.	Ron Rufus	Member
13.	Ruth Woresha	Member
14.	Beryl Odiembo	Member
15.	Faith Mwendwa	Member
16.	Denis Kioko	Member
17.	Serena Mokua	Member
18.	Elizabeth Hiuko	Member
19.	Lucy Waceke	Member
20.	Joan Gatungo	Member
21.	Jeferson Nyakamba	Co- Secretary
22.	Valerie Nalyanya	Co- Secretary