

# CITIZEN SERVICE CENTERS

## Pathways Toward Improved Public Service Delivery

### Citizen Service Centers in Kenya

## The Role of Huduma Centers in Advancing Citizen-Centered Service Delivery in a Context of Devolution and Digitization

### Abstract

This case study analyzes the Huduma Kenya program, under which the Government of Kenya is advancing citizen-centered public service delivery through a variety of channels, including deploying digital technology and establishing citizen service centers across the country. The paper examines key topics related to the operation, from institutional arrangements, funding, and staffing to digitization, organizational culture, and customer feedback. The program has been particularly successful at forging an organizational culture focused on excellence in customer service, which revolves around improving transparency, efficiency, and integrity. This organizational culture helps motivate staff and level the playing field for citizens of all backgrounds to get equal service and treatment from the same place, an important step toward enhancing accessibility and nondiscrimination. The Huduma Kenya program takes a multichannel approach, combining brick-and-mortar centers with digital service platforms to ensure that citizens with differing levels of literacy and access to the Internet are reached while still keeping pace with the latest technological developments. To date, the primary challenges encountered in the rollout of the Huduma Centers concern the coordination among the various institutions involved in their management, staffing, and oversight; and the deployment of staff incentives related to compensation and professional development. The program has already received

several awards and can serve as a valuable example to other countries implementing citizen service centers.

### Introduction

For more than two decades, the Government of Kenya has explored a variety of strategies for improving public service delivery. Moving away from the structural adjustment programs and results-based management systems of the mid 1990s and early 2000s, the government has more recently focused on citizen-centric approaches to service delivery. This shift has dramatically increased the amount of interaction between citizens and their government at all levels of the recently devolved political system. At the same time, rising Internet and mobile penetration rates and higher expectations around government service have prompted a global trend toward citizen-centric service delivery models aimed at meeting the needs, expectations, and preferences of citizens at the same or reduced government cost (PricewaterHouse Cooper 2012). But in Kenya, like many other developing countries, the vast majority of citizens lack access to online government services, increasing the risk of further marginalizing resource-poor groups. In response, the Government of Kenya has explored various means of using technology to foster inclusiveness and increase citizen participation in public service delivery. The government learned lessons from the experience of the Pasha Center Digital Villages Project,

taking this as well as experiences with other digital projects into account when it designed the Huduma Kenya program. The program was further informed by a technical visit to Brazil that the Kenyan government undertook to learn lessons from Brazil's Poupatempo citizen service centers.<sup>1</sup>

This case study looks at the Huduma Kenya program, under which Kenya has, among other things, used citizen service centers to advance citizen-centered service delivery through the deployment of digital technology. The aim behind the Huduma Center service delivery model is to simplify transaction processes through automated services. The Huduma Centers bring the government closer to the people by gathering front-line service providers from various ministries, departments, and agencies (MDAs) under one roof. The result is a changed service delivery experience and a significant accomplishment for the government of Kenya from a human resources as well as a digital government standpoint. Huduma Kenya has been awarded several national and international awards for service excellence (Kobia and Oliech 2016).

Primary data for this case study were gathered through interviews with national and county-level government officials involved with the Huduma program, Huduma Center managers, staff, and customers; government officials from associated line ministries; and private sector and nonprofit partners collaborating with the Huduma Centers. The study was further informed by visits to ten Huduma Centers across the country.<sup>2</sup>

Implementation strengths and challenges are identified that offer lessons for the Huduma Kenya program itself as well as other countries interested in the initiative. Part I lays out the background, implementation, and operations of the

Huduma program; part II identifies challenges; and part III distills the lessons.

## The Huduma Kenya Program

### Background and Vision

The demand by citizens for governments to deliver services at standards on par with the private sector is on the rise, partly due to changes in technology and partly due to the fact that the sharing economy has made the expectation of ease and convenience almost ubiquitous. With tighter government budgets and public sector efficiency ratings

**“The transition into the ‘transparency, efficiency, integrity’ mindset makes us feel that this is an innovation, and feel ownership ...”**

*Staff member at the Huduma Center in Kibra*

framing global investment decisions, governments are particularly incentivized to interact with their constituents as both citizens and customers (PricewaterHouse Cooper 2012). In line with these changes, article 43 of Kenya's 2010 constitution expressly recognizes and provides the legal basis

for the enjoyment of economic, social, and cultural rights (Social Watch 2016). Entrenching devolution and accelerating digitization of public services were among the key priority areas for the new government that came to power in 2013. The administration sought to fully operationalize the new constitution; implement Kenya Vision 2030, the country's national development blueprint (Ministry of Planning and National Development 2007); and firmly tackle corruption. The deployment of the Huduma Kenya citizen service centers arose out of a direct presidential decree in 2013 that followed a commitment made during the Jubilee Coalition Manifesto launch (TNA, URP, NARC, and RC n.d.) and was archived in the Devolution Plan of 2013 (Republic of Kenya 2013) to operationalize the new administration's commitment to integrate automated and devolved government into grassroots-level public administration. The flagship project, Kenya Vision 2030 as specified in the Second Mid-Term Plan, is currently being implemented. Since its inception, the Huduma program's primary objective has been to transform the experience of citizens with public sector service delivery. “Huduma” means “service” in Swahili. Huduma Kenya was

1. This visit took place in the context of the World Bank's Institutional Reform and Capacity Building Technical Assistance Project (2006–11).

2. The selection of centers sought to reflect Kenya's socioeconomic depth, breadth, and diversity regarding livelihoods; urban, rural, or peri-urban contexts; and frontier versus center dichotomies. The study team visited the following Huduma Centers from February 12–16, 2016: Nairobi-GPO, Nairobi-Makadara, Nairobi-Kibra, Thika, Meru, Isiolo, Kisumu, Eldoret, Busia, and Lodwar.

launched in November 2013 as a flagship program initiated by the national government that offered county-level, customer-centric access points to multiple information sources and public service transactions (PricewaterHouse Cooper 2012: 5). Although not legally binding, the decree gave the program political clout that has played an important role in its ability to deploy at a large scale and very quickly.

Huduma Kenya has rapidly grown in scale. As of February 2017, the Huduma Kenya program was running 45 centers, five of which were located in Nairobi. The goal is to establish a minimum of one center per county. Currently, 6 of the 47 counties—Mandera, West Pokot, Elgeyo-Marakwet, Bomet, Transmara, and Vihiga—still do not have a center. The majority of Huduma Centers are set up in government post office buildings. On an average day, busy centers conduct up to 5,000 transactions per day, while centers in sparsely populated areas might process around 50 transactions. Nationwide, an average of 30,000 transactions are conducted every day. During periods of the year when many citizens are requesting services, such as during voter registration, this number can go up to 42,000.

The key principles underlying Huduma Kenya are:

- **Speed.** Huduma Centers have been designed to allow citizens to access services instantly; in addition, a queue management system ensures that citizens are served in the order in which they arrive.
- **Dignity.** Huduma Centers respect and restore the dignity of citizens by offering fast and orderly service and by paying special attention to the needs of pregnant women, the elderly, and persons with disabilities.
- **Convenience/one-stop shop.** Citizens receive multiple services at one location; the centers are designed from the perspective of the citizens and based on their needs.
- **Value.** Bundling services at one location reduces opportunities for corruption and lowers the cost of the services for the citizen.

**Table 1. Overview of the Huduma Kenya Program**

Start Date	November 2013
Number of centers	45 (as of February 2017)
Average number of transactions	30,000 per day nationwide
Average annual budget	2.4 billion K Sh (US\$23 million)
Institutions providing management and oversight	<ul style="list-style-type: none"> <li>▪ Huduma Kenya Secretariat (housed in Ministry of Public Service, Youth, and Gender Affairs)</li> <li>▪ Ministry of Interior and Coordination of National Government</li> <li>▪ Line ministries, departments, and agencies (MDAs)</li> </ul>

### Public Services Offered at Huduma Centers

A total of 66 services are offered at the Huduma Centers, and any given center offers at least 30.<sup>3</sup> They can be divided into a fixed menu of public services offered by the national government—such as the issuance of national identification cards or filing tax return applications—and variable services offered by the county government, such as the issuance of single business permits and seasonal parking tickets, which can vary depending on the county's particular socioeconomic context.<sup>4</sup> For example, while the Huduma Center in urban Meru County offers liquor sales licensing and single business permit registration, the one in drought affected, livestock and agriculture-heavy Isiolo County offers subsidized sale of fertilizer.<sup>5</sup> Huduma Centers in the northeast include services provided by the Red Cross. Individual Huduma Centers can request the addition of national government services through

3. The key institutions represented at the Huduma Centers are the National Registration Bureau; Kenya Police; Higher Education Board; State Law Office/Office of the Attorney General; Ministry of Lands, Housing and Urban Development; Public Procurement Oversight Authority; National Treasury—Status of Pension Claims; Postal Corporation of Kenya; National Social Security Fund; Commission of Administrative Justice/Office of the Ombudsman; Ethics and Anti-Corruption Commission; Kenya Revenue Association; National Transport and Safety Authority; Ministry of Public Service, Youth, and Gender Affairs; Ministry of Interior; and County Government Offices.

4. See the annex for the full list of offered services.

5. Isiolo County Huduma Center interviews, February 19, 2016; Meru County Huduma Center interviews, February 18, 2016.



A listing of the services available at the Kisumu Huduma Center

the Huduma Kenya Secretariat, which then petitions for approval from the respective line ministry in order to deploy additional staff and service-specific supplies to the relevant center. The county commissioner coordinates changes to county-level services, but the Secretariat must approve all changes before services can be offered at a center.

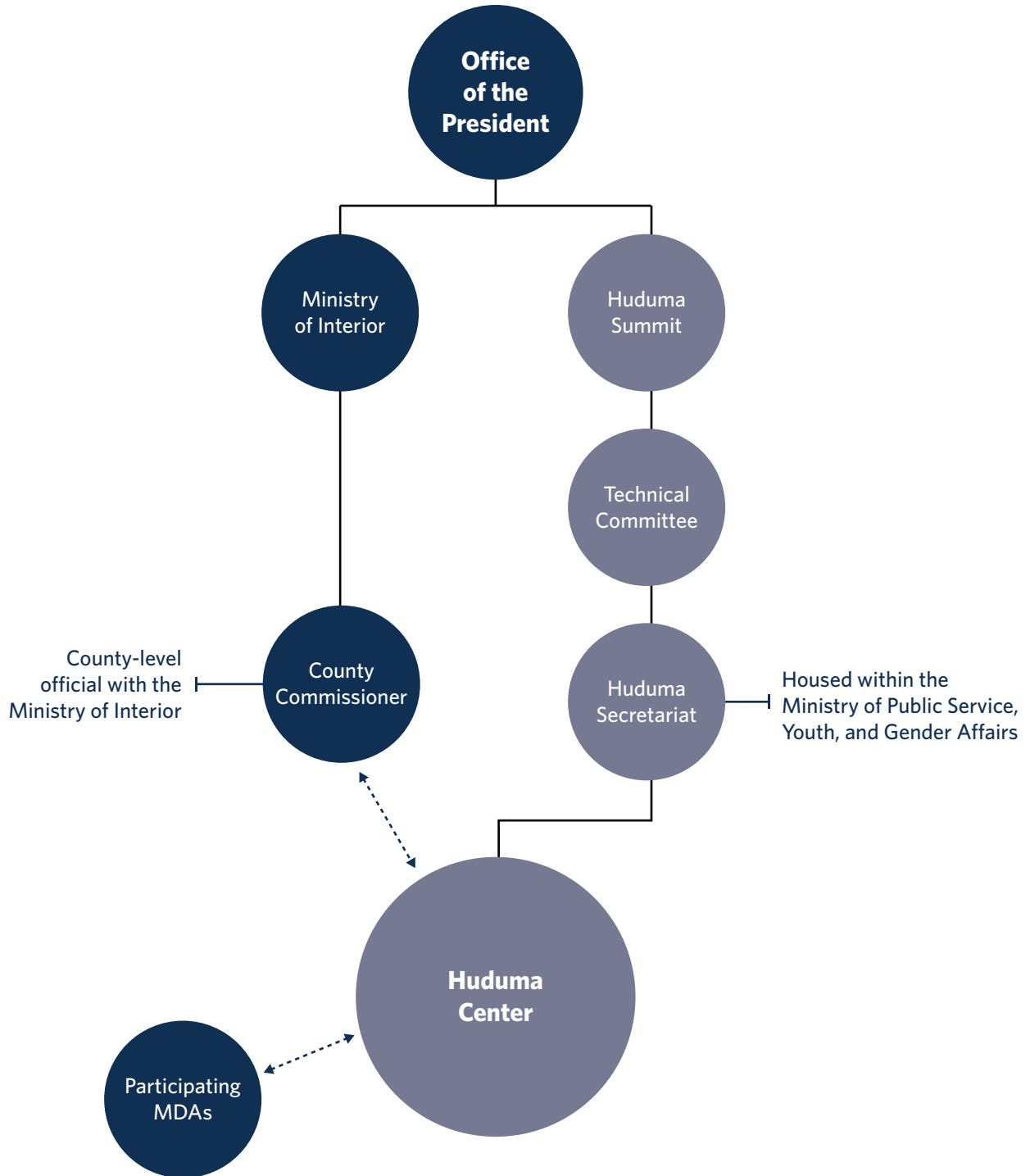
At the time of this research, government services at the Huduma Centers fell into three categories: (1) services that could be started and entirely completed at the center, (2) services that could be processed at the center but that required interaction with the relevant line MDA, and (3) services provided by a relevant line MDA about which the Huduma Centers can provide information and to which they make referrals. For this last category, in particular, Huduma Center employees play an important role in providing administrative support, especially to their semiliterate customers. Directly linking the front-office service counters to the line MDA servers via the government's common core network further automates the process, cuts transaction times, and publicly exposes bottlenecks. Ongoing digitization efforts, such as electronic fingerprint processing, will further slash the number of tasks that cannot be addressed at a Huduma Center.<sup>6</sup>

Coordination between the Huduma Centers and the MDAs facilitates service delivery, especially in cases where citizens once had to visit multiple offices or, in some cases, even to travel to Nairobi. With Huduma Centers, citizens can now, for example, request certification of land ownership, criminal record verification (for employment purposes), or identification cards without the need to visit the relevant ministry, department, or agency office. Requests are registered and sent to the relevant MDA by the Huduma Center, and each citizen is given a ticket number that allows them to track the status of the request, either online or at the center.

### Institutional Framework

The Huduma Kenya program was initially deployed through the Ministry of Devolution and Planning, one of the two ministries directly associated with the Executive Office of the President. The ministry's mandate—to guide and manage socioeconomic development planning—allowed it to call for changes to the standard practices of all government departments at all levels. Following the reorganization of the government in December 2015, and in accordance with the Executive Order No. 1/2016, issued by the president, the Huduma Kenya program is now under the jurisdiction of the Ministry of Public Service, Youth, and Gender Affairs. Interdepartmental coordination is managed by a series of oversight bodies, beginning with the Office of the President. The highest level is the Huduma Kenya Service Delivery Summit, chaired by the President of Kenya and comprising the cabinet secretaries of the Ministries of Interior and Coordination of National Government, Information and Communication, Lands, National Treasury, Industrialization, Education, Labor, and Health, as well as the attorney general. The Cabinet Secretary for the Public Service, Youth, and Gender Affairs Ministry serves as secretary. The Summit oversees a technical committee, which is chaired by the Summit secretary and includes the principal secretary for each of the nine ministries in addition to the solicitor general. The technical committee is charged with coordinating the implementation of the policies

6. Nairobi GPO Huduma Center, February 12, 2016; Huduma Secretariat interview, February 15, 2016.



**Figure 1. Institutional Arrangements**

and decisions made by the Summit (see Njiru 2014). It also oversees the Huduma Kenya Secretariat—the program’s direct implementing and managing agency, which is responsible for procurement, information technology support, security, human resources, and oversight of service delivery for all of the Huduma Centers.

While the Ministry of Public Service, Youth, and Gender Affairs provides procurement support and overall management through the Secretariat, the Ministry of Interior and Coordination of National Government helps to integrate the Huduma Centers into county and municipal-level government administrations. Coordination between ministries is crucial. The Ministry of Interior and Coordination of National Government reassigns assistant county commissioners as Huduma Center managers, and the county commissioner is responsible for all national government activities at the county level. Huduma Center managers are therefore concurrently supervised by their county commissioner and the Nairobi-headquartered Huduma Kenya Secretariat. The Information and Communications Technology (ICT) Authority supports the Huduma project by connecting the centers to the sites and servers of participating MDAs through wide area network links supported by two redundant data centers. Connectivity from the two data centers to the back-end systems of the MDAs is provided through the government’s common core network connection, which is a middle-mile, multiprotocol label switching (MPLS)-based network that interconnects government ministries. The ICT Authority provides the centers with additional connectivity support through the County Connectivity Project, under which the government’s common core network is used as a backup for the wide area network links. The ICT Authority also collaborates with the Huduma Secretariat to offer digital services integration as the full automation of government services continues to be rolled out under the e-Huduma program.

### **Operating the Huduma Centers**

The Huduma Kenya program’s vision is currently being implemented in two broad phases: the first focuses on deploying brick-and-mortar one-stop shops, and the second aims to transition services offered at Huduma Centers into a soon-to-be fully automated, digital e-Huduma platform. The “virtual Huduma,” as it is sometimes called, will be accessible at Huduma Centers and from any cyber café or personal computer.<sup>7</sup> The second phase also includes a self-service mobile component, called “mHuduma,” where e-Huduma services will be made available to citizens via self-service mobile applications.<sup>8</sup> Huduma Center staff will work with citizens to complete the actions, however, as they will still require manual tasks. Implementation for the first and second phases has been staggered. The establishment of the physical one-stop shops was the first priority, but now that the e-Huduma rollout is accelerating and the versatility of the MDA websites is improving, automation has begun at many centers.

In addition to the physical centers and the digital platforms that can be accessed via mobile phones, the Secretariat has developed the Huduma Smart Service Card, which citizens can use to make and receive payments from the government as well paying for goods and services anywhere that credit cards are accepted. The card also works at numerous bus companies, which previously had separate payment systems. Now, with one card, citizens can seamlessly use buses operated by different companies.

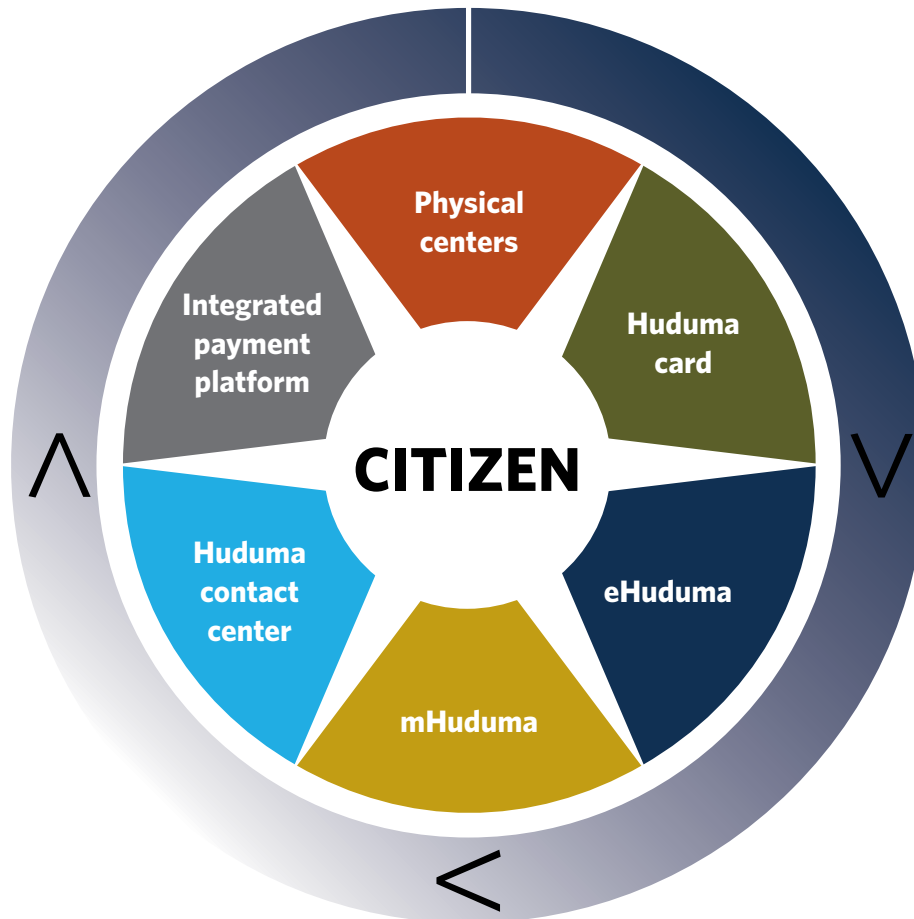
### *Funding*

The program budget is allocated by the National Treasury as part of the overall national budget and as a programmatic directive of the president. The Huduma Kenya program is financed entirely by the Government of Kenya. The average annual budget for the centers is 2.4 billion K Sh (US\$23 million), of which 1.5 billion Kenyan K Sh (US\$14.5 million) are used for the development of new centers and 900 million K Sh (US\$8.7 million) for recurrent expenditures. The cost per

7. e-Huduma team interview, February 23, 2016.

8. See <http://www.hudumakenya.go.ke/>.

**Figure 2. Pathways to Accessing Services under Huduma Kenya**



Source: <http://www.hudumakenya.go.ke/index.php>.

center varies depending on the number of services offered at the center. It ranges between 10 and 15 million K Sh per month (US\$97,000-145,000). While funding for the program comes entirely from the national level, county administrations support staff salaries and materials for the service desks of the county-level government services offered at the Huduma Centers.

The Huduma Secretariat manages the fund disbursements and procurement for Huduma Center building construction and repair, office furniture, desktop computers, network servers, ticket kiosks, customer feedback machines,

CISCO networking systems to connect Huduma Centers, power and ICT infrastructure, utility payments, back-up generators, and closed-circuit television camera technology. However, the Huduma Secretariat does not have the budget autonomy to fund staff salaries or commit resources to programmatic activity outside of service delivery, such as an outreach activity beyond the initial information campaign about the launching of a center. Recently, however, the ministry has been able to provide funds to conduct mobile outreach services in remote parts of the country, serving more than 26,000 citizens in about two months.

**Table 2. Oversight System for Huduma Centers**

Institution	Oversight Function
Ministry of Interior and Coordination of National Government	Annual staff reviews of overall Huduma Centers by respective county commissioners
Huduma Secretariat (housed in Ministry of Public Service, Youth and Gender Affairs)	Programmatic oversight
Ministries, departments, and agencies (MDAs)	Annual staff reviews for each line MDA; hiring, firing, and promotion of staff

### Staffing

Participating government ministries, departments, and agencies are responsible for allocating staff to Huduma Centers, as well as for paying salaries and making promotion, hiring, and firing decisions regarding all staff on their payroll, whether deployed at a Huduma Center or at a line MDA office. As part of establishing a new Huduma Center, the Secretariat sends a deployment request to participating line MDAs to deploy staff, relevant equipment, and supplies to operate their respective counters. The Secretariat and each agency agree on the number of public servants to be deployed, while the required technical competencies are determined by the respective MDAs, which also make final decisions regarding staffing.

### Management and Oversight

Within the Huduma Center, weekly staff meetings troubleshoot challenges and cultivate the Huduma Kenya culture of teamwork, innovation, change making, and excellent customer service.<sup>9</sup> The center manager submits weekly operational reports to the Secretariat, documenting transaction and customer traffic data, petty cash finances, and other information on daily management and operation. Social media channels, such as the Huduma Management WhatsApp group, have become the main points of interaction and communication between the Secretariat and the center managers.

9. The Huduma Secretariat has made weekly meetings the standard, and most interviewed center managers hold to this norm, but some hold biweekly staff meetings as well as ad hoc meetings, as needed.

Oversight of Huduma Center operations is three-pronged (see table 2). Each center falls under the county-level structure of the national public administration coordinated by the Ministry of Interior and Coordination of National Government. The Secretariat, housed within the Ministry of Public Service, Youth and Gender Affairs, provides programmatic oversight for all centers, but decisions regarding the hiring, firing, and promotion of staff lies with the line MDAs. County commissioners from the Ministry of Interior and Coordination of National Government and the center managers conduct annual center staff reviews, which the manager then submits to the Secretariat. MDAs are responsible for similar annual staff reviews for all staff on their payrolls.

### Huduma Kenya as Innovation

Innovation is a major aspect of Huduma Kenya's organizational culture, demarcating it from earlier modes of public service delivery. Staff and center managers alike repeated a common sentiment:

"The attitude where all of us work as a team as a big machine is a compelling one. The transition into the 'transparency, efficiency, integrity' mindset makes us [the staff] feel that this is an innovation, and feel ownership that makes us want to take it to another level."<sup>10</sup>

The notion of Huduma Kenya as a campaign to introduce innovation and a revolutionary new way of operating is introduced to staff during customer service trainings and

10. Kibra County Huduma Center interviews, February 12, 2016.



supported by weekly and biweekly staff meetings and other input from center managers. The Secretariat's practice of rating the Huduma Centers creates a sense of competition and movement toward a common purpose that further incentivize staff to drive the innovation campaign forward.<sup>11</sup> The rating system ranks and rewards individuals (employees and managers), Huduma Centers, and participating agencies.

Center ratings are based on:

- Customer service quality;
- Cleanliness and tidiness of center;
- Appropriate dress code and grooming of staff;
- Customer satisfaction levels;
- The number of complaints; and
- Conduct of security screenings.

MDA ratings are based on:

- The number of centers where the MDA has a counter;
- Adherence to service turnaround time;
- Adequacy of staff levels; and
- Sufficiency of equipment and material.

The number of transactions is not included in the ratings because it varies greatly from region to region, depending on the density of the population. The scorecard results are presented quarterly to the agencies and discussed at the technical committee meeting that is chaired by the Cabinet Secretary for Public Service, Youth, and Gender Affairs. Once a year, the scorecards are presented at the annual meeting of the Huduma Service Delivery Summit, and principal secretaries are asked to explain the performance of the MDA that they are leading.

11. The rating system was often cited as an avenue for nonfinancial performance-based incentives, which partly offset the salary challenges caused by MDA delays.

Ranking and rewarding the Huduma Centers has instilled cooperation between staff deployed from disparate work environments. Staff in rural Turkana as well as in Nairobi's under-resourced slum area of Kibera expressed increased motivation stemming from this performance reward system.<sup>12</sup>

### Training

All newly deployed Huduma Center staff members participate in an intensive four-day customer-service training course about how to apply the program's core values—courtesy, innovation, integrity, efficiency, and transparency—in

their daily work. The program, called the Customer Service Excellence and Huduma Service Delivery Standards Training, has a set curriculum developed by the Secretariat's business process reengineering and service delivery standards division and was developed with a deliberate focus on customers in

line with private sector practices. Many of the values that it promotes resonate with the Public Service Commission Act of 2012,<sup>13</sup> the Public Officer Ethics Act of 2003 (Republic of Kenya 2003) and, more recently, the Public Service (Values and Principles) Act of 2015 (Republic of Kenya 2015). The training aims to prepare new Huduma Center cohorts for their new responsibilities as well as to provide opportunities for staff to meet colleagues from different centers. These meetings enable individuals from different offices to collectively build a team mentality and Huduma-specific work culture. Interviews suggest that the two-week training is the most impactful single input in integrating civil servants from diverse ministries into the Huduma Center service delivery model. The training addresses key customer service concepts, business process engineering, and best practices in customer complaints handling, among other topics. It also supports team building within a center in order to improve collaboration between staff members of different ranks.

**“We really want to be associated with this success when Huduma Kenya reaches another level. We are in the race, we are not spectators.”**

*Front-line officer, Huduma Center, Kibra*

12. Lodwar County Huduma Center interviews, February 26, 2016.

13. See: “Public Service Commission Regulations” at [http://www.oas.org/juridico/spanish/bhs\\_res15.pdf](http://www.oas.org/juridico/spanish/bhs_res15.pdf).

*Organizational Culture*

The Huduma Kenya program has been successful in instituting a clear organizational culture that radically departs from that of Kenya's previous public administration system. Predominantly guided by the two-week customer service trainings, Huduma Kenya culture prioritizes customer service as its primary mandate. Efficiency, integrity, and transparency are presented as the three main customer demand areas. Improvement in those three areas fosters quality customer service overall. The citizen deserves good service by nature of his or her being a customer at the Huduma Center who is seeking a particular product or service.<sup>14</sup>

Public servants deployed to operate the Huduma Centers are understood as offering a product—in the form of a public service—that should be made available through channels that satisfy the customers' most common demands, namely, "make it easy for me," "give me choices," and "deliver me outcomes" (PricewaterHouse Cooper 2012).

*Customer Service and the Promotion of Human Rights*

Most interviewed staff and center managers acknowledge that citizens have human rights and rights as citizens. But they all emphasized that it is customer service that makes the Huduma Centers unique among government offices and programs, on par with the private sector, a unanimous source of pride. The research demonstrates that while most staff view respect for human rights as an important part of their mandate, there is a lack of clarity about what *human rights* means on a daily basis or that services are a human right. Several staff members expressed sentiments such as "good service delivery is important because it will help improve people's lives and everyone deserves to get the services that make their lives easier."<sup>15</sup> However, in response to the question as to whether providing good services in a timely and transparent manner is important because the customer is a human being, a citizen, or a customer, interviewees unanimously chose "customer." A seasoned public servant of the

Department of Immigration at the Huduma Center in Isiolo illustrates this perspective:

"As a public servant, it is my duty to provide services for my people. By people, I mean Kenyan citizens. Our role is to provide a product—service to the customer, who happens to be a Kenyan citizen, and who also deserves this service speedily, in a manner that meets his needs, which is good customer service."<sup>16</sup>

**Architecture, Branding, and External Partnerships***Accessibility, Architecture, and Presentation*

Huduma Centers include a cadre of customer service staff who help citizens receive needed services. Staff greets customers upon entering a center and assist them in acquiring a ticket that corresponds to the requested service. The customer service team helps illiterate customers fill out any necessary forms, and translates from Swahili to the local language if needed. The demand for translators is particularly high in more remote and rural communities and having the service available promotes accessibility to more vulnerable parts of the population.

Huduma Kenya has set up about half of its centers in government post office buildings to capitalize on two major advantages. First, housing a center inside an existing public sector building eliminates initial fixed costs of renting, leasing, or land purchases as well as the risk associated with leasing from external stakeholders. Second, being situated inside a post office allows the centers to take advantage of the Postal Corporation of Kenya cash merchant model, which offers money transfer, banking, and bill paying services to a wide variety of stakeholders. Thanks to an earlier product diversification campaign, post office outlets already offered point-of-sale terminals, a domestic remittance service called PostaPay, and a partnership with Kenswitch, a shared financial switch linking over 20 commercial banks,<sup>17</sup> through which the Huduma Centers can allocate customer

14. GOP Nairobi Huduma Center interviews, February 13, 2016.

15. Thika County Huduma Center interviews, February 18, 2016.

16. Isiolo County Huduma Center interviews, February 19, 2016.

17. See "Kenswitch" on LOITA Transaction Services website at [www.lxsinternational.com/kenswitch.php](http://www.lxsinternational.com/kenswitch.php).



Waiting area (top) and service counters (bottom) in Huduma Center, Meru County

payments for various service transactions to the respective MDAs (Berthaud 2012). If the post office is too small or otherwise unfit to house a center, particularly in rural or isolated locations, the Huduma Center is still required to be in a government-owned building, and a post office counter with Kentswitch facilities is set up on location. Co-locating a Huduma Center in a post office also serves the post office by attracting additional business, and because the post office is state-owned, this contributes to government revenues.

The hours of operation for Huduma Centers are the standard 8:00 am–5:00 pm, including during lunchtime, unlike most MDAs. The centers are designed in a way that is convenient for customers and improves efficiency. Signs inside and outside of the building indicate the services offered. The open waiting area includes comfortable seating for waiting customers and is surrounded by service counters that face the customer. The low open counters make it easy for customers to communicate with service staff without any unnecessary barriers. Upon entering a Huduma center, the customer receives a ticket from a kiosk that records the type of service requested, a transaction number, and an indication of the customer's position in line and the counter they should approach. Staff at an information desk at the entrance of the Huduma center directs customers to the appropriate counter and customers are notified through an electronic system when their counter is available. Transactions are conducted in public, with the rest of the line of customers able to witness them. Customers may not avail themselves of services in private, except when filling corruption allegation forms at the Ethics and Anti-Corruption Commission counters, in adherence with witness protection procedures. The center manager's office is walled by transparent glass, and its doors must remain open to the public—customers can come in and address the manager at any time. This constant customer interface helps curb corruption and integrates public servants into the new Huduma culture by demanding interaction with clients throughout the day.

#### *ICT in the Huduma Centers*

Desktop computers at every counter in a center are virtually connected to their "mother ministries" through Safaricom and Telkom Kenya wide area network. The data is shared with two redundant Huduma data centers and connected to the MDA back-end systems through the government's common core network, managed by the ICT Authority. A designated information technology networking team at the Technology Operating Center of the Huduma Secretariat monitors all Huduma ICT systems in real time and provides



Customers being served at the Huduma Center in Isiolo.

the centers with ongoing support, responding to issues via electronic tickets and providing assistance through remote access or in-person visits, depending on the need. A generator and emergency power backup system ensures power source redundancy, and the Huduma Center's servers are kept in a separate, cooled, and secure room.

However, automation poses some challenges. In locations where power outages are common, generator usage is very high and generators often run out of fuel, leaving some centers without power on a weekly or even daily basis. The Secretariat's funding constraints make procurement processes slow for replacing supplies such as fuel for the generator. Huduma Center staff in Lodwar, Isiolo, Meru, and Busia interviewed for this research all described having to shut down center operations for several hours a day until the generator was back up and running. One center manager even described having to use his own personal funds to purchase fuel rather than wait for the Secretariat to send supplies. Technical issues at the MDAs can also shut down the connection, forcing staff to return to paper documentation and

courier servicing. Power outages and network issues at the line ministry also pose a risk to data collection and authenticity in terms of transaction logs and saving citizen data within the larger MDA data center.

Yet despite technological difficulties, ICT-enabled communication between centers and the Secretariat, closed-circuit television monitoring, and automated data collection are major contributors to Huduma Kenya's positioning as an antithesis to corruption and inefficiency. CISCO collaboration system architecture enables group and individual conferencing between the Secretariat and the Huduma Centers and between individual centers. WhatsApp chats between the Secretariat's chief executive officer and center managers enable "just-in-time" responses to challenges. WhatsApp forums for center managers foster the sharing of best practices and create a community of practice based on rapport, teamwork, and creative problem solving.

Closed-circuit television footage from cameras situated throughout each center is monitored by a full-time police

detail in a separate security monitoring room, which is also viewable from the Secretariat offices in Nairobi. As recently as January 2016, new data collection infrastructure through IBM's WebSphere technology takes Huduma Center transparency and individual staff accountability a step further by capturing the transaction activity of each staff computer in real-time. Collected data includes the number of transactions conducted every hour at the various service counters, customer waiting time, time taken to complete transactions, and the time each employee is logged on to their respective desktop computer.<sup>18</sup> In addition, a queue management system provides real-time reports on the number of customers served. The system is linked to customer feedback devices, available at every counter, that instantly provide the Secretariat with the latest data on customer satisfaction levels.

#### *Customer Feedback and Grievance Redress*

Customer feedback provides data points on many Huduma Kenya success indicators and contributes to its representation as a transparent and customer-driven initiative. A computerized "rate my service" feature is a required step to completing a service transaction at a Huduma Center counter. A feedback device is installed on every counter, and customers are asked to rate their service excellent, good, acceptable, or poor. In monitoring the centers, the Secretariat focuses on counters receiving many poor ratings and follows up to address any issues. Center managers also regularly attend local information dissemination bazaars, called *barazas*, to inform citizens about the services offered at the Huduma Center and to address complaints.

Grievance redress and customer feedback also occur through social media. Feedback through Facebook and Twitter is heavily broadcasted, partly in an effort to present Huduma Kenya as an innovative, cutting-edge public service development. The Secretariat's Twitter handle is used to

communicate responses to customer feedback. In response to social media feedback, the Secretariat promptly communicates with Huduma Centers because the public nature of the comments puts significant pressure on it to react before the criticism accelerates. Centers then follow up via individual emails if specific complaints are raised via social media, such as a delay in issuing an identification card.

Grievances can also be communicated at the Huduma Center in an ad hoc manner through the center manager, and customers can submit corruption allegations at the Office of the Ombudsman and the Ethics and Accountability Commission. These counters are labeled specifically at most Huduma Centers, except at centers that are understaffed and thus unable to man those counters. Citizens can also reach out to a call center to share their complaints with staff trained in grievance redress. If the concerns cannot be addressed there, they are referred to the program officer in the Business Process Reengineering and Computer Science Department, who can then refer them to the director, who contacts the respective center manager or MDA service leader. If the matter is still not addressed, it can be shared with the director of the responsible MDA to ensure its resolution.

Customer satisfaction is included in the key performance indicators used to monitor all Huduma Centers. The specific mandate is to "maintain customer satisfaction levels at 95 percent on all Huduma service delivery channels." Huduma Center staff and managers are trained at achieving customer satisfaction to help them score well on this key performance indicator.

#### *Branding and Outreach*

Two years prior to the actual launch, the Huduma Kenya program engaged in an initial outreach and behavior change campaign.<sup>19</sup> At the time of this research, multichannel outreach campaigns were still being deployed for two months

18. Busia County Huduma Center interviews, February 23, 2016; Eldoret County Huduma Center interviews, February 24, 2016.

19. Meru, Thika, Nairobi GPO, and Kibra Huduma interviews; Huduma Secretariat interviews, February 15, 2016.

before and after the launch of a new Huduma Center with messaging via television, radio, newspaper, and Facebook. Interviews suggest that outreach is particularly effective among rural and marginalized populations when center managers use their government contacts from their previous roles as assistant county commissioners to combine forces with village-level government administrators at village-level information dissemination bazaars (*barazas*).<sup>20</sup> Outreach campaigns utilize town halls, door-to-door pitches, and meetings held by village elders to reach vulnerable and isolated populations that might not already be regularly traveling to the county's urban center. Social media is another significant customer outreach access point. In rural, isolated communities where mobile penetration is lowest, smartphone accessible information about the Huduma Centers is passed by word of mouth or via short message service (SMS).<sup>21</sup>

### *Partnerships*

Huduma Kenya brands itself as a wholly government initiative, and the majority of its partnerships involve government or government-associated agencies. However, under the Access to Government Procurement Opportunities (AGPO) policy, which registers enterprises owned by youth, women, and persons with disabilities so that they can prequalify and access government tenders and contracts, Huduma Centers procure private sector firms to execute certain parts of their operation. For example, every Huduma Center includes a cyber café facility contracted out to private, youth-run entities qualifying under the AGPO scheme. Here, customers can access online government services as a complement to the in-person customer service they receive at Huduma Center counters. Many government services, such as applying for a passport or renewal of a driver's license, recently transitioned to the online platform, and the proximity of onsite cyber cafés to the Huduma center staff plays a major

role to help customers adjust to the new system. The online services are available through any Internet-connected device and can therefore also be accessed from locations other than the Huduma Center.

The Huduma cyber cafés allow customers to download, print, and photocopy forms for service transactions under the same roof as the service counters and to use the Internet for personal web surfing or for logging into government websites. In addition to accessing multiple government services under one roof, customers can access other services as well, such as cyber café usage and postal services as well as money transfer and remittance payments. This diversification is another reason for the success of the Huduma Centers.<sup>22</sup>

In addition, payments for services provided in Huduma Centers are made through the Postapay platform offered by the Postal Corporation of Kenya, which then transfers the money into the respective MDA office accounts. This partnership ensures that citizens are not inconvenienced by being sent elsewhere to make payments and reinforces the Huduma Center's role as a one-stop shop.

The Huduma Kenya program has also partnered with county governments to provide free service counters and spaces to the county governments and has helped to identify county government services for deployment to the Huduma Centers, which has enhanced accessibility to services by citizens and strengthened social cohesion because citizens appreciate their local leaders working in partnership with the national government.

20. 20. Meru County Huduma Center interviews, February 18, 2016.

21. Ibid.

22. The authors do not have more detailed information on cost recovery of the centers and the contribution to cost recovery by these partnerships.

## Challenges

As this study makes apparent, the Huduma Kenya program has been successful in many ways. Like any other program of such scale, however, its implementation has also revealed weaknesses. Combined, these successes and challenges serve as useful lessons for countries seeking to replicate the initiative. Some of the problems stem from the staffing and oversight system of the centers. Challenges are manifest in understaffing, salary discrepancies, inefficient reporting relationships, and a lack of internal feedback systems and professional development for employees.

### Staffing

The decision to staff Huduma Centers through line MDAs staff aimed to facilitate buy-in from the participating MDAs, to more efficiently utilize and allocate existing government resources, and to support national government devolution efforts. In practice, however, the arrangement enables the MDAs to stall deployment, delaying implementation and granting them significant leverage over the project. Inadequate staffing at Huduma Centers often results in a discrepancy between services offered on paper and in practice. In Meru County, for example, public services that are not offered due to understaffing constraints include accounting certificates through the Kenya Accountants and Secretaries National Examinations Board; land titling fee payments through the Ministry of Land, Housing, and Urban Development; passport applications through e-Huduma; parking permit applications; rent payments; land rent payments; and submission of corruption allegations through the Office of the Ombudsman and the Ethics and Anti-Corruption Commission.<sup>23</sup> In Lodwar, the rural and isolated county headquarters of Turkana County, which is located near the border with South Sudan, 12 public service counters were completely unstaffed and their services unavailable at the time of interview.<sup>24</sup> Staffing shortages cause additional spillover effects, such as negative customer feedback

### Box 1. Overcoming Coordination Challenges

The manager of the Eldoret Huduma Center created a forum comprising all of the county-level ministry, department, and agency (MDA) offices whose goal is to manage Huduma Center staff as a united front. The center manager was able to use previous experience as a county level civil servant to generate buy-in from the county commissioner, who had the necessary authority to demand that the MDAs participate. What resulted was a far more seamless management and oversight process that maintained the authority of the center manager within the Huduma Center while still preserving the MDAs' involvement in the project.

*Source:* Eldoret County Huduma Center interview, 2.24.16

upon the discovery of discrepancies between advertised and available services. The spillover then spirals outward as concern over falsely promoting services and then inciting customer dissatisfaction discourages Huduma Center staff from engaging in effective community outreach.<sup>25</sup> While under-deployment is not necessarily malicious in all cases—the national government has cut staff numbers and salary budgets for many line ministries in an effort to reduce corruption and end bureaucratic bloat—the resulting MDA staffing pressures, which are compounded by the expansion of Huduma Kenya, have significantly soured some line ministries against the project.

### Reporting Relationships

Challenges persist regarding working with the MDAs at the county level, when some agencies and departments associated with the county administration claim that they are not under the authority of the federal government, of which the Huduma program is a part. Tensions can arise within a Huduma Center when certain MDA staff members resist the authority of the center manager, who is deployed by a

23. Meru County Huduma Center interviews, February 18, 2016.

24. Lodwar County Huduma Center interviews, February 26, 2016.

25. Lodwar County Huduma Center interviews, February 26, 2016; Eldoret County Huduma Center interviews, February 24, 2016.

national government department. Similarly, some Huduma Center staff members who were interviewed describe county administration staff resistance to oversight by the county commissioner due to the fact that the commissioner is a national government bureaucrat deployed at the county level.

The tiered oversight system at the Huduma Centers is designed to check and balance the oversight bodies and to help root out corrupt practices. However, it also inadvertently limits the authority of center managers with regard to other county-level government authorities.<sup>26</sup> Center managers oversee daily operations and conduct ad hoc onsite trainings, but neither they nor the Secretariat can fire erring staff. In cases of staff misbehavior reported to the Secretariat, however, depending on the significance of the behavior, the Secretariat can request the respective agency to remove the staff member and replace them, and the MDAs immediately comply.<sup>27</sup>

Research findings suggest that increased coordination between the different county-level authorities can help mitigate these tensions.

Challenges with reporting relationships are also manifest in a perceived lack of internal grievance redress. Interviewed staff suggest that while Huduma Kenya values external feedback from customers, the Secretariat does not sufficiently elicit internal feedback from staff. At times presented as a dichotomy between external and internal grievance mechanisms, staff described scant opportunities to provide direct feedback to the administration on program processes. Having to pass information to the Secretariat by communicating with the center manager through the weekly report inadvertently establishes the manager position as a gatekeeper over information between the Secretariat or Huduma program hub and the Huduma Center or end-user access point.

26. Lodwar County Huduma Center interviews, February 26, 2016.  
27. Information provided by the Huduma Secretariat.

### Salary Discrepancies

Huduma Center staff typically work two hours longer per day with a workload involving many more daily transactions than staff members in equivalent positions at the “mother ministry.” MDA-provided salaries, however, have not increased to match the new workloads. Some parastatal corporations that also deploy staff to Huduma Centers, such as Kenya Power and Lighting Company and the Higher Education Loan Board, pay higher salaries than those allocated to public servants. Tensions arise when staff from parastatal agencies and fully public sector ministries and departments experience similar work requirements but receive different salaries, which negatively impacts morale. Over the last year, the Huduma Kenya program has mandated that MDAs pay public servants deployed to Huduma Centers an “extraneous allowance” to meet the initial gap and ensure salary parity.<sup>28</sup> Yet many line ministries either refuse to pay the allowance or allow a several month delay in its disbursement. In such cases, the Huduma Secretariat lacks the authority over the MDAs to compel them to pay. The Secretariat also lacks its own budget to cover this salary gap, although anecdotal evidence suggests that, based on Huduma Manager feedback, budget allocation to enable salary parity is in the pipeline. Although center managers can report positive behavior by staff and reward good conduct through verbally recognizing their contributions in front of the center team, the Secretariat’s current salary disbursement constraints limit the program’s ability to award staff performance-based incentives. In order to achieve the program’s goal of excellence in service delivery, it is essential to provide robust incentives for staff and to link these to performance where appropriate.

Staffing challenges and dissatisfaction due to salary discrepancies also affect the outreach that Huduma Centers can do. As one staff member intimated, “Our responsibility is to stay at our counters and provide services there. We have no

28. Nairobi GPO Huduma Center interviews, February 12, 2016; Huduma Secretariat interviews, February 15, 2016.



mandate to leave the building [as part of work], and without additional compensation, why should we?"<sup>29</sup> The Secretariat's budget does not support ongoing outreach activities beyond the initial campaign around a center's launch. The idea is that the Huduma Centers' superior service model should speak for itself. Many individuals interviewed in towns around a center expressed that its services are still publicized through word of mouth. Staff members' recognizable uniforms, visible as they travel to and from work or go about town, help to remind citizens of the center.<sup>30</sup> Nevertheless, interviewed staff repeatedly suggested that ongoing outreach would be extremely beneficial, both to ensure uptake from the most rural and marginalized populations and to promote the addition of new services or the expanding digital service delivery channels at the center.<sup>31</sup>

### Professional Development

Staff receive training when they join the Huduma Centers, but ongoing training and refresher sessions are less common. A recurrent critique revolved around the need for ongoing training for Huduma Center staff and managers, as well as the chance to gather at an annual general assembly. Interviewees expressed a desire for additional training, opportunities to learn from others' best practices, and clear avenues for internal feedback and grievance redress mechanisms (Huduma Center staff to Secretariat). The frequency of trainings could be increased, and periodic retraining is in fact part of the performance contract, but this does not often actually happen. Interviews with Huduma Center managers suggest that the lack of ongoing training traces back to staffing challenges because the centers must be staffed.<sup>32</sup> Anecdotal evidence suggests that public servants at the MDAs often prefer that they not be deployed to the Huduma Centers, feeling that



Provision of health services at the Huduma Center in Thika, Kiambu.

it is an isolated post with little ongoing training or opportunity for promotion. However, since the initial research for this study was conducted, the Secretariat has been able to secure funds for training and is currently training 500 staff persons in the 45 operational Huduma Centers.

Despite the challenges related to staffing, salary discrepancies, and professional development, the interviewees at the Huduma Centers expressed pride to work at a center and stressed Huduma's organizational culture as motivating and distinct from the "mother MDAs." The dissatisfaction stemming from working more without additional compensation and from obstacles to upward mobility could potentially be addressed by introducing a rotation system that would enable Huduma staff to gain experience at different centers, to grow professionally, and to see their performance be rewarded by being deployed at a center that they prefer.

29. Ibid.

30. Makadara (February 12, 2016), Busia (February 23, 2016), and Lodwar County Huduma Center interviews (February 26, 2016).

31. Meru (February 18, 2016), Busia (February 23, 2016), and Kisumu County Huduma Center interviews (February 24, 2016).

32. Kisumu County Huduma Center interviews, February 23, 2016; Eldoret County Huduma Center interviews, February 24, 2016; Meru County Huduma Center interviews, February 18, 2016.



Main hall with waiting area and service counters at the Huduma Center in Thika, Kiambu

## Lessons Learned from Kenya's Citizen Service Centers

Kenya's experience in using technology and a decentralized system of citizen service delivery to foster inclusiveness and increase citizen participation offers valuable lessons about service delivery implementation, funding strategies, and organizational culture.

### Political Will

Top-down support and oversight stemming from the president has played a crucial role in instituting the widespread change management of deploying a government program at such a large scale. Yet while this political will has enabled the Huduma Secretariat to pressure resisting line MDAs to cooperate to some extent, some center managers feel that the exertion of political clout from the executive could improve the dynamics between the MDAs and the Huduma Centers. Similarly, research demonstrates that political buy-in from county government administrations significantly improves Huduma Center community outreach and service delivery efforts. Findings suggest that when center managers use

their connections from their earlier roles as assistant county commissioners, Huduma Center and local government activities become more integrated.

### Working with MDAs

Cross-ministry support for the Huduma initiative has been crucial to the initiative's rapid deployment and scalability as well as its financial sustainability. However, the very nature of Huduma Kenya's relationship with associated MDAs poses a significant challenge to implementation. This is primarily manifest in delays in deployment, which lead to understaffed centers. Research interviews also suggest that MDA deployment challenges are often as much change management issues as logistical ones. Shifting key staffing and resource allocation responsibilities from participating line MDAs to the Secretariat could block the MDA's ability to delay Huduma programming. But doing so would likely sever the line MDAs sense of involvement and accountability to the project. The involvement of many MDAs in the initiative is thus central to its success but comes with trade-offs that need to be actively managed.

### Technology and its Link to Service Delivery

Huduma Kenya represents a break from the past in its using digital channels to connect to the mother ministries and offer one-stop shop service delivery to end users. The fact that their business increasingly revolves around the eID, or the digital or electronic ID, and supporting customers in using a digital platform is demonstrative of the government's commitment to digitizing service delivery wherever possible. The Huduma initiative's choice to develop e-Huduma and mHuduma facilities even as it continues to deploy the last tranche of brick-and-mortar centers suggests that it is already anticipating future technological development and is preparing for a shift to digital services as soon as government digital infrastructure is ready for such transition.

mPesa's potential contribution to the Huduma Centers' quick customer uptake is a further interesting insight coming out of the Huduma Kenya experience. mPesa is a mobile phone-based money transfer service. Thanks to mobile money's near universality in Kenya, and with it, Kenya's high rates of financial inclusion, citizens across the socioeconomic spectrum were already accustomed to approaching agents for services prior to the Huduma Kenya program launch, which has made the transition from face-to-face, partly paper-based Huduma service delivery to completely automated e-Huduma transactions relatively smooth. In an economy and society that is rapidly changing and quickly transitioning to using mobile and digital services, the multitude of pathways that Huduma Kenya offers to access services is crucial.

### Digital Versus Physical Service Delivery

Offering physical, digital, and mobile pathways to accessing services at the same time has proven key in the Kenyan context. Given the significant education, resource, and connectivity gaps among communities, physical Huduma Centers will remain crucial in terms of ensuring that all citizens' needs are met, and even a fully functioning e-Huduma system is unlikely to put these brick-and-mortar centers out of business. The presence of physical centers is particularly important for rural

populations, who because of the centers, can more easily access services without having to travel beyond their counties. Automated public service also brings with it its own challenges, whether they be local power outages or ministry network issues. The rigidity of the computerized system and lack of immediate human contact makes it easy to have blocks and technical difficulties. Regardless of how streamlined and efficient the e-Huduma platform becomes, variations in local context and customer needs will persist. Interviews demonstrate that the Huduma Centers act as access points for information and a source of customer support for eIDs, or digital Identification (ID), fostering the acceptance and consumer uptake of the new e-Huduma system.

### Funding

Financing for Huduma Kenya stems from external government funding outside of center-specific revenue generation. This helps prioritize service delivery and avoid distractions by competing objectives. Funding the project almost entirely through government allocation of resources rather than with external funds keeps the Huduma program a wholly Kenyan government project, engendering pride and buy-in by other government departments. Nevertheless, increased autonomy over funding allocation could enable the Secretariat to more easily respond to implementation challenges. Just-in-time funding allocation could help balance salary discrepancies, fund ongoing outreach campaigns, and provide parallel procurement to offset unexpected line ministry delays.

### The Huduma Centers and Human Rights Principles

Huduma Kenya has leveraged customer service as a theme around which previously disconnected public servants can forge a new organizational culture. The fact that the Huduma program has achieved such a high standard of customer service, especially in a context known for its reliance on financial incentives, is a major success in its own right. Although most of the staff does not directly connect financing the service delivery that they perform to a human rights framework, the customer-service focus inspires staff to offer public service to citizens regardless of race or background, directly in

accordance with the human rights principle of nondiscrimination.<sup>33</sup> In addition, Huduma Kenya ensures that its services are accessible to disparate sections of the population by having centers in every county; offering in-person and digital access to its services; and ensuring that the centers offer seating and that special attention is paid to the needs of pregnant women, the elderly, and persons with disabilities. This aligns with the principles of nondiscrimination as well as universality, recognizing that all people have the same rights. Providing an opportunity for customer feedback and stressing the importance of that feedback by including it in the performance measurement system also aligns with the human rights principle of participation. Citizens are not only recipients of services but are given a voice and a chance to help improve service delivery. Many aspects of the Huduma Center approach are therefore already aligned with human rights principles—even if only implicitly—from a focus on customer service, accessibility and dignity, to customer feedback and grievance redress. Considering the design and operation of the centers from a human rights lens in a more explicit way could help strengthen some of these existing approaches. For example, it might help to draw more attention to staff grievance redress in addition to addressing the grievances of customers, or ensuring that the centers become even more accessible to all.

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33. The Huduma Centers have not yet gathered data on the demographics of its customers, making an assessment of access by various groups impossible. However, the commitment to respecting the dignity of all and providing easier access to pregnant women and persons with disabilities, for example, suggests that Huduma Kenya is striving for inclusivity.

## Conclusion

Huduma Kenya's citizen services centers offer a remarkable amalgamation of devolution and digitization, and they set the stage for even further innovation down the line. Building on the experience of the earlier Pasha Centers, the Huduma Centers carefully incorporate a sustainable and ongoing funding stream so that front-line providers can focus entirely on service delivery and avoid distractions around debt repayments and improving their bottom line. Service delivery channels are continuously transitioning to keep up with rapidly changing technologies and customer demand. A suite of digital identification services act as a main umbrella product line that differentiates the Huduma Centers from both predecessors and competitors in the service delivery space. The program's whole-of-government approach has enabled rapid, economically efficient, and large-scale deployment across the country, and is slowly infusing its culture of transparency, efficiency, and integrity into other parts of government. Ultimately, Huduma Kenya contributes to protecting and promoting human rights to a larger degree than even many of its own implementers realize. The combination of its digital services and commitment to customer service levels the playing field for citizens of all backgrounds in terms of accessing equal service and treatment for the same price.

## Annex. Services Offered at Huduma Centers

Institution	Service
National Registration Bureau	Issuance of initial identity card
	Issuance of duplicate identity card
Civil Registration Department	Issuance of birth certificate
	Issuance of death certificate
Ministry of Lands, Housing, and Urban Development	Assessment of stamp duty and franking of documents
Access to Government Procurement Opportunities	Application for access to government procurement opportunities
Ministry of Labor and Social Services	Registration of self-help groups and community-based organizations (CBOs)
Office of the Attorney General	Registration of welfare societies
	Search/reservation of business name
	Registration of business name
	Registration of limited companies
National Police Service	Issuance of police abstract
Department of Criminal Investigation	Police clearance certificate
National Social Security Fund (NSSF)	NSSF member registration
	NSSF statements
	Registration of employer with NSSF
	NSSF card replacement
	Receiving NSSF claims
National Hospital Insurance Fund (NHIF)	NHIF member registration (formal sector)
	NHIF member registration (informal sector)
Kenya Revenue Authority	PIN registration/update/ status
	Tax compliance certificate application
	Tax exemption application
	Data correction (e.g., change of particulars)
	Tax return filing (upload and submission)
	Log book search (confirmation of status)
National Transport and Safety Authority	Online renewal of driver's license
Higher Education Loans Board	Student loan application (undergraduate)
	Student loan application (postgraduate/ salaried)
	Loan repayment statements
	Higher Education Loans Board compliance certificate
	Clearance certificate (non-loanee)
National Cohesion and Integration Commission	Resolution of complaints on discrimination based on tribe and religion
Ministry of Health	Body mass index and health promotion messages
	Blood pressure
	Blood sugar

(continued)

## Annex. Services Offered at Huduma Centers

Institution	Service
Kenya Power	Registration for electricity
	Electricity queries
	Closure of accounts
Independent Electoral and Boundaries Commission (IEBC)	Registration of voters
Ombudsman	Receiving complaints on service delivery
Ethics and Anti-Corruption Commission	Reporting corruption cases
	Issuance of self-declaration forms
The Treasury—Department of Pensions	Status of pension claim
	Application for dependents' pension claims
	Claims for returned pensions
	Change of pay point
Kenya Accountants and Secretaries National Examination Board	Registration as a new student
	Examination booking
	Application for exemption
	Application for a student identification
	Reactivation of membership
	Certificate and card enquiry
Women Enterprise Fund and Youth Enterprise Fund	Affirmative action services
Respective county government	Seasonal parking tickets
	Issuance of single business permit
	Payment of rent and rates
	Impounding charges
	Liquor licensing
Kenya National Human Rights Commission (KNHRC)	KNHRC services
Kenya Red Cross	Reporting of emergencies
	Tracing of lost family members
	Registration of youth talent
	Registration of anti-jigger support
	Registration of red cross volunteers
Adult education services	Registration of candidates
County government services	Payment of rates
	Payment of rent
	Seasonal parking tickets
	Liquor licensing
	Issuance of single business permit
	Payments for advertisements and promotions
	Impounding charges

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