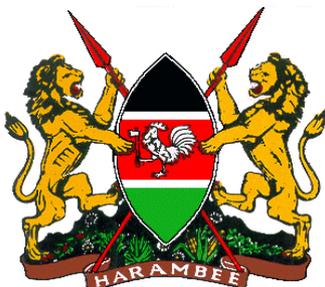


# REPUBLIC OF KENYA



## MINISTRY OF PUBLIC SERVICE AND GENDER STATE DEPARTMENT FOR PUBLIC SERVICE HUDUMA KENYA SECRETARIAT

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### THE ONE-STOP-SHOP GOVERNMENT SERVICES POLICY

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OCTOBER , 2021

## **Forward**

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The Huduma Kenya Service Delivery Programme is a flagship project of the Kenya Vision 2030 Medium-Term Plan II (2013 – 2017) mandated to transform Public Service through the use of the Integrated Service Delivery (ISD) platforms commonly known as One-Stop-Shop. The One-Stop-Shop offer multiple public services under one roof.

The Huduma Kenya Service Delivery Programme was officially launched with the opening of the first Huduma Centre on 7<sup>th</sup> November 2013 by H.E. the President Uhuru Kenyatta. The Programme has since grown from one Huduma Centre to fifty-two (52) Huduma Centres, Huduma Contact Centre, Huduma E-services Portal and Huduma Mashinani outreaches. Collectively and cumulatively the service delivery channels have served a total of fifty-one (51) million customers. One hundred and eighteen (118) National and County services are offered at the Huduma Kenya service delivery channels.

The Huduma Kenya Service Delivery Programme has transformed public services by offering services that are citizen-centred, transparent, and at par with global standards and best practices.

The Ministry of Public Service and Gender has developed a policy and legislation framework that provides for the establishment, operationalization, and management of the One-Stop-Shop Government Services. The policy aims to ensure that public services are accessible, seamless, convenient and responsive to the needs of Kenyans.

I urge all stakeholders to join me in ensuring the full implementation of this policy to transform access to public services in Kenya.

**Prof. Margaret Kobia, Ph.D, MGH**  
**Cabinet Secretary**  
**Ministry of Public Service and Gender**

## **Preamble**

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The One-Stop-Shop Government Services policy is aligned to the Constitution of Kenya 2010, in particular Article 6 on Devolution and access to public services, Article 10 on values and principles of Governance, Article 232 on values and principles of Public service, subsidiary legislation on Public service and ICT, National and County Government systems and their respective mandates, Kenya Vision 2030, the 'Big Four' Agenda, international and regional treaties that Kenya has ratified as well as emerging issues.

The policy is anchored on the following key thematic areas: Public Service Delivery, Process Improvement, Customer Relationship Management (CRM), Integrated Payment Portal, Human Resource Management, Integrated Performance Management and Information and Communication Technology (ICT).

The policy formulation process involved consultations with various stakeholders, including Ministries, Departments, Agencies, Counties, Parliament (the National Assembly and Senate), Faith-Based Organizations, Civil Society Organizations, Private Sector, academia among others.

**Mary W. Kimonye (Mrs.), MBS**  
**Principal Secretary**  
**State Department for Public Service**

## **Acknowledgement**

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Huduma Kenya Secretariat under the State Department for Public Service, Ministry of Public Service and Gender acknowledges the invaluable input and support provided by Ministries, Departments, Agencies and Counties (MDACs), the National Assembly and the Senate, Constitutional Commissions and Independent Offices, Faith-Based Organizations (FBOs), Civil Society Organizations (CSOs), Private Sector, Academia and Development Partners in the development of this policy.

I thank the staff of the Huduma Kenya Service Delivery Programme and the State Department for Public Service for their dedication and tireless effort in ensuring the completion of this policy.

Above all, I wish to sincerely thank Prof. Margaret Kobia, PhD, MGH, the Cabinet Secretary, Ministry for Public Service and Gender and Principal Secretary, State Department for Public Service for providing the needed leadership and guidance.

**James Buyekane**  
**Secretary/CEO**  
**Huduma Kenya Secretariat**

## Definition of Terms

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**'Back-end system'** means computer application or a program's code that allows it to operate and cannot be accessed by a user;

**'Deployment'** means the act of moving something or someone into a strategic position or a position of readiness, or the condition of being in such a position;

**'E-government'** means the use of ICT to promote more efficient and effective government, facilitate the accessibility of government services, allow greater public access to information, and make governments more accountable to citizens;

**'Integration'** means interconnecting of separate system elements or software applications into a single system;

**'Integrated service delivery'** means the result of bringing together related government services so that citizens can access them in a single seamless way based on their wants and needs;

**'Mean Time to Recover' (MTR)** means the average time it takes for equipment to be diagnosed, repaired, and recovered after experiencing a failure.

**'Shared services'** means activities concerned with centralizing the Government's information technology systems and services for increased efficiency and effective use of government assets.

**'One-Stop-Shop'** means the concept of offering multiple services or products to customers under one roof;

**'Pandemics'** means a widespread occurrence of an infectious disease that has spread across a large region, for instance, multiple continents or worldwide, affecting a substantial number of people;

**'Public Services'** means services provided by government to people living within its jurisdiction, either directly through public sector agencies or by financing provision of services by private businesses or voluntary organizations; and

**'Unified Front-end'** means a customer-facing single interface that connects the customer to the back-end systems and applications.

## Acronyms and Abbreviations

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|               |  |
|---------------|--|
| <b>CIDPS</b>  | County Integrated Development Plans                |
| <b>GHRIS</b>  | Government Human Resource Information System       |
| <b>HKSDP</b>  | Huduma Kenya Service Delivery Programme            |
| <b>ICT</b>    | Information Communication Technology               |
| <b>IFMIS</b>  | Integrated Financial Management Information System |
| <b>IPRS</b>   | Integrated Population Registration System          |
| <b>IRMIS</b>  | Integrated Records Management Information System   |
| <b>ISD</b>    | Integrated Service Delivery                        |
| <b>IPPD</b>   | Integrated Personnel and Payroll Database          |
| <b>KEBS</b>   | Kenya Bureau of Standards                          |
| <b>KNESWS</b> | Kenya National Electronic Single Window System     |
| <b>KRA</b>    | Kenya Revenue Authority                            |
| <b>KPA</b>    | Kenya Ports Authority                              |
| <b>MDACs</b>  | Ministries, Departments, Agencies and Counties     |
| <b>MTP</b>    | Medium Term Plan                                   |
| <b>NEMIS</b>  | National Education Management Information System   |
| <b>NSDI</b>   | National Spatial Data Infrastructure               |
| <b>NTSA</b>   | National Transport & Safety Authority              |
| <b>OSS</b>    | One-Stop-Shop                                      |
| <b>TIMS</b>   | Transport Information Management System            |
| <b>PSC-K</b>  | Public Service Commission of Kenya                 |
| <b>UN</b>     | United Nations                                     |

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# 1. CHAPTER 1 | INTRODUCTION

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## 1.1 Background

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 the government at all levels of the recently devolved political system. At the same time, disruptions and pandemics such as the COVID-19, rising internet, mobile phone usage rates and higher expectations around government services have prompted a global trend towards citizen-centric service delivery models aimed at meeting the needs, expectations, and preferences of citizens at the same or reduced government cost.

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. It also provides for the national values and principles of governance and public service that bind all state organs and state officers.

Kenya, through Vision 2030, the Digital Economies Blueprint, National ICT Policy (Nov 2019) and ICT master plans, 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 government to realize its national development plans and policies.

The Huduma Kenya Integrated Service Delivery Model is highlighted as one of the flagship projects, under the Kenya Vision 2030 MTP II (2013-2017), that has the potential for the creation of a public service that upholds integrity, innovation, creativity, diversity and inclusiveness for efficient service delivery.

The Huduma Kenya Service Delivery Programme's mandate is to transform public service delivery in order to ensure efficient, effective, accessible, and citizen-centric services through one-stop-shop platforms. The Programme is coordinated by the Ministry of Public Service and Gender. The Programme has successfully offered multiple government services under one roof and promoted Citizen to Government interaction by increasing the customer satisfaction Index. The Programme, through Huduma Kenya Secretariat, has operationalized four (4) service delivery channels, namely: Fifty-two (52) Huduma Centres, Huduma E-Services (Online Portal and Mobile Platform), Huduma Contact Centre, and Huduma Mashinani outreach Program.

The Huduma Kenya service delivery platforms provide updated Government information and One hundred and eighteen (118) Ministries, Departments, Agencies and County (MDACs) services (online and manual services).

It is under this premise the policy is developed.

## **1.2 Challenges facing the One-Stop-Shop Government Service Delivery**

### **1. Lack of legislative and policy framework on one-stop-shop Government Service**

This has led to diverse practices and inconsistencies across the Public Service impacting negatively on seamless service delivery to the citizens. Citizens are forced to access services through multiple service points, most of which are manual, semi-manual and online which causes frustration and unnecessary delays.

### **2. Inadequate Customer Relationship Management (CRM) framework.**

Customer Relationship Management is an approach to managing Government's interactions with its citizens and stakeholders. A CRM system shall give Government agencies a holistic view of its citizens by tracking and managing citizen service requests, complaints, scheduling appointments, reminding customers of service updates and assisting MDACs to institute internal service accountability, escalate and address customer issues at various service delivery levels.

The majority of the MDACs do not offer CRM services to the citizens. Government services points have published information emails, customer care desks numbers, and telephone numbers that go unanswered, therefore, Citizens have to visit service points for status updates and correction of already collected data.

### **3. Incompatibility of MDACs ICT Infrastructure and System**

Every MDAC is likely to have its own citizen interface and ICT Infrastructure which requires citizens have to contact them individually. These individual systems and interfaces are developed independently and are often incompatible hindering system integration and data sharing among MDACs. This service delivery model does not offer end-to-end service integrations; hence, citizens have to visit several service delivery points to complete a service. For instance, the application of birth certificate is made online, paid via Mpesa and collected in a Huduma Centres, where the citizen presents the printed form and invoice for processing and collection of the birth certificate. Whereas the one-stop-shop concept provides an integrated front office, the back offices of the respective Government agencies remain independent and data is still distributed in their separate databases.

### **4. Fragmented and duplicated data management system**

Each MDAC manages its citizen data by collecting, securing, and storing citizen data independently. Since data is shared manually via e-mails and letters, citizens have to provide requisite information every time they visit a service point. This has led to incomplete citizen information profiles. Moreover, there is duplication of data every time a citizen visits a service point and is required to give data already held by another MDAC. The data collection impacts negatively on the citizen's experience. It creates

confusion and inconvenience when a citizen needs two or more different services and is given multiple forms requiring the same information.

## **5. Disruption of services during disasters and pandemic**

The effects of disruptions of services during a pandemic have demonstrated the lack of preparedness in handling disasters. The public service has faced the following challenges since the implementation of stringent measures to control the effects of a pandemic:

- a) Close down of Physical/Human Interactive Public Service Delivery Points; hence decline in the overall access to Public Services.
- b) The decline in overall Public Service Productivity, e.g. Outputs of the Number of Services Processed, decline in overall revenue collected.
- c) Public Servants are forced to work from Home without clear performance frameworks and technology platforms to guide and facilitate the same.
- d) Various Citizen Groups are hindered by different factors, e.g., awareness, various levels of technological capabilities to access online public services.

### **1.3 The rationale for the Policy**

The policy provides the execution framework for the establishment, operationalization, and management of the One-Stop-Shop Government Services. The policy is based on the need to achieve the constitutional principles of ensuring efficient, effective, accessible and citizen-centric services.

The policy has been driven by the realization that the implementation of the Huduma Kenya Integrated Service Delivery Model as envisaged by the Kenya Vision 2030 MTP 11 and the Gazette Notice No 2177 of 4th April 2014, which establishes the Huduma Kenya Service Delivery Programme Governance Structure, is affected by numerous challenges namely:

1. Lack of a policy framework for the establishment and implementation of One-Stop-Shop (OSS) platforms,
2. Deployment and integration of Government services on the OSS platforms,
3. Inadequate coordination mechanisms among MDACs,
4. Incompatible ICT infrastructure and systems, and
5. Inadequate funding.

It is within this context and requirements for the principles in the Constitution and the Kenya Vision 2030 which bind all public officers to observe the principles of efficiency, human rights and good governance, integrity, transparency, accountability and sustainable development. equality and non-discrimination that the development of this policy has become necessary.

The policy is anchored under the Ministry of Public Service and Gender, State Department for Public Service under the Huduma Kenya Secretariat.

## **1.4 The goal for the Policy**

The overall goal for this policy is to enable the development of a One-Stop-Shop Government services policy for:

1. Quality, accessible, dignified, and convenient public services to customers
2. A unified front end for public service delivery that is accessible to citizens at their convenience,
3. Automation and digitization Government services to ensure continuity of Government business amid digital disruptions and pandemics,
4. Process improvement (Business Process Re-engineering) of government services,
5. Coordination in the deployment and integration of government services by MDACs,
6. Human and institutional capacity to ensure transformation of public service delivery, and
7. Increase revenue for the government.

## **1.5 Policy Objectives**

The general objective of this policy is to develop a national framework for the establishment, implementation, and management of one-stop-shop government services platforms that are responsive to citizens.

Specifically, the policy aims to:

1. Develop a framework for the provision of: -
  - a) Establishment of One-Stop-Shop government services;
  - b) Automation and digitization of public services;
  - c) Business process re-engineering of public services;
  - d) Customer Relationship Management mechanisms; and
  - e) Performance Management Framework for One-Stop-Shop government services.
2. Promote inter-Agency collaboration.
3. Increase revenue collection for Government.

## **1.6 Policy Guiding Principles**

This Policy will be guided by the following principles:

1. Accessibility of public services and information by citizens.
2. Provision of timely and accurate information
3. Transparency, accountability, responsive, prompt, effective, impartial and equitable provision of public service delivery.
4. Efficient, effective and economic use of resources.

5. Public participation in policymaking.
6. High standards of professional ethics.

### **1.7 The Scope of the Policy**

The principles, strategies and approaches in the policy shall apply specifically and directly to all National and County Governments, Independent Bodies and Commissions, Semi-autonomous entities, Ministries, Departments, and Agencies both at the National and County levels of government offering public services.

Draft

## 2. CHAPTER 2 | SITUATIONAL ANALYSIS

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This chapter provides a broad overview of the legal, policy, regulatory and institutional frameworks that provide leverage and justification for the policy. The chapter also highlights the Integrated service delivery (ISD) platforms established by MDACs.

### 2.1 Legal Framework

#### 2.1.1 Domestic Laws

##### 1. The Constitution of Kenya, 2010

**Article 6(3)** provides for access to services in all parts of the country so far as it is appropriate to do so having regard to the nature of the service.

**Article 35** provides for the Right to access information held by the state or another person that is required for the exercise or protection of any right or fundamental freedom.

**Article 46** provides for rights of the consumers to goods and services of reasonable quality and access to necessary information for them to gain full benefits from goods and services.

**Article 232** provides for values and principles of public service.

##### 2. Acts of Parliament

- a) **The County Government Act, 2012** outlines the powers, functions and responsibilities of the county government to deliver services.
- b) **The Public Service (Values and Principles) Act, 2015** provides that all government institutions promote and report on the status of implementation of values and principles of public service. It further empowers government institutions to make regulations on the promotion of such values and principles.
- c) **Public Service Commission Regulations 2020**, of the PSC Act, 10 of 2017, provides for standards of service delivery in the promotion of efficient and effective delivery of public services.
- d) **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.
- e) **The Computer Misuse and Cybercrimes Act, 2018** provides for offences relating to computer systems.
- f) **Access to Information Act, 2016** provides that every citizen has the right to access information held by the state and gives limitation on access to the said information.
- g) **National Government Act, No 1 of 2013** provides for the establishment of an administrative and institutional framework for the coordination of national

government functions at the national and county levels of governance; to give effect to Articles 131(1) (b) and 132 (3) (b) of the Constitution and for connected purposes

- h) **The Business Laws (Amendment) Act, 2020** was enacted to improve the ease of doing business by digitizing transactions, reducing formalities and documents required to complete transactions reducing the costs of starting a business in Kenya.

### 2.1.2 Regional Laws

- a) **The African Charter on Values and Principles of Public Service and Administration-** adopted on 31<sup>st</sup> January, 2011, the Charter provides parameters for values and principles for public service to be adopted by African countries.

It states that public service shall be organized along functional and decentralized lines designed to bring public management closer to the people and provide them with appropriate and accessible basic services. "Physical proximity and accessibility can be achieved by the application of appropriate information and communication technologies (e-governance)."

- b) **The Digital Transformation Strategy for Africa** builds on the existing initiatives and frameworks such as the Policy and Regulatory Initiative for Digital Africa (PRIDA), the Programme for Infrastructure Development in Africa (PIDA), the African Continental Free Trade Area (AfCFTA), the African Union Financial Institutions (AUFIs, the Single African Air Transport Market (SAATM); and the Free Movement of Persons (FMP) to support the development of a Digital Single Market (DSM) for Africa, as part of the integration priorities of the African Union. The Smart Africa Initiative has set the creation of a Digital Single Market in Africa as its strategic vision.

- c) **Agenda 2063 by the African Union** is Africa's blueprint and master plan for transforming Africa into the global powerhouse of the future. The Agenda has seven aspirations to achieve the Africa we want. Aspiration 3 provides for Africa of good governance, democracy, respect for human rights, justice and the rule of law.

Additionally, it provides that Africa will be a continent where the institutions are at the service of its people. Citizens will actively participate in social, economic and political development and management. Competent, professional, rules and merit-based public institutions will serve the continent and deliver effective and efficient services. Additionally, institutions at all levels of government will be developmental, democratic, and accountable.

### 2.1.3 International Laws

**Article 25(c) of the International Covenant on Civil and Political Rights** (ICCPR) on right to equal access to public services and **Article 25(a)** right to take part in the conduct of public affairs.

During the 37<sup>th</sup> session of the **Human Rights Council** on, **22<sup>nd</sup> March 2018**, Geneva, the **United Nations Human Rights Council** adopted a resolution sponsored by Kenya and other Countries, entitled *'promoting human rights and the SDGs through transparent, accountable and efficient public services delivery*. The objective of the resolution was in line with promoting human rights and the Sustainable Development Goals through transparent, accountable and efficient public service delivery.

Member Countries noted that the increased application of technological innovations and electronic services in public services delivery can play an important role in reducing corruption by promoting transparency and accountability and can improve the environment.

The resolution also noted that everyone, including those residing in remote areas of a country, should have access to simple and consumer-oriented public services delivery, as appropriate, including through the availability of online and mobility services, as well as e-applications

## 2.2 Policies and Regulations

The Government of Kenya has enacted various policies and guidelines to govern how public services are delivered by Ministries, Departments, and Agencies. Some of these policies include:

- a) **The e-Government Strategy, 2004** outlines the objectives and processes for the modernization of Government as a means of transparency, accountability and good governance to enable citizens' access to government services.
- b) **Huduma Kenya Integrated Service Delivery** empowers Huduma Kenya to accelerate public service reforms enhancing integrity, innovation and inclusiveness.
- c) **National ICT Policy, 2019** requires all arms of the Government to build, deploy, operate and manage locally built back-end and front end systems to deliver services. The policy also requires that data collected by Government remains in Kenya and that it is stored safely.

Standards and mechanisms for coordination have not been developed and policies, legislations and guidelines on One-Stop-Shop Government Services have not been formulated.

### **i. Medium-Term Plan MTP II (2013-2017), (Kenya Vision 2030)**

Huduma Kenya Integrated Service Delivery Model is highlighted as one of the flagship projects that has the potential for the creation of a public service that upholds integrity, innovation, creativity, diversity and inclusiveness for efficient service delivery.

The Huduma Kenya Service Delivery Programme aims at providing a Multichannel, "single window" citizen access to transactional Government services using a variety of channels namely: i) One-Stop-Shop Huduma Citizen Service Centres; ii) Online Huduma web portal; iii) Mobile phone Huduma platform; iv) Huduma call centre and; v) Integrated Huduma payment gateway.

It is stated that the Huduma Kenya programme will also unlock opportunities for the ICT Sector, create Business Process Outsourcing (BPO) jobs and promote youth enterprise to accelerate economic development and enable the achievement of Kenya Vision 2030.

### **ii. Medium Term Plan (MTP III) 2018 – 2022 (Vision 2030)**

The Medium Term Plan (MTP) III (2018-2022) envisions the following for the Programme at an estimated budget of 22 Billion:

- a) Rolling out of 290 Huduma Centres (up to sub-County administrative level)
- b) Deployment of a one-stop-shop electronic services
- c) Deployment of Huduma Global
- d) Customer Service Excellence Standard
- e) Roll out of Huduma Mashinani
- f) Roll out of Huduma on Wheel

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

### **iii. Big four agenda**

At the 54<sup>th</sup> Jamhuri Day celebrations on the 12<sup>th</sup> of December 2017, H.E the President Uhuru Muigai Kenyatta announced that his final term in office will focus time and resources on a targeted transformative agenda based on four socio-economic pillars as follows:

1. Increase manufacturing share of GDP from 8.4% to 15%;
2. Ensure 100% Food and Nutrition Security;
3. Provide 500,000 Affordable Houses to the low-income segment; and
4. Provide 100% Universal Health Coverage

The Big 4 Agenda seeks to address the most pressing concerns facing Kenyans whilst creating the best environment for achieving accelerated socio-economic transformation, increased job creation and improved quality of life. Accordingly, the Big 4 Agenda is tied closely to the Third Medium Term Plan for Kenya Vision 2030 and it is expected to run from 2018 to 2022.

## 2.3 Institutional frameworks

### i. Ministry of Public Service and Gender (State Department for Public Service)

**Executive Order No 1 of 2020** framework provides for public sector reforms and transformation including operational standards and process engineering, co-ordination of Huduma Centres, research, development and public service delivery innovations, shared services, Government Human Resource Information Systems and shared services to be provided by the State Department for Public service under the Ministry of Public Service and Gender.

### ii. Ministry of Information, Communication and Technology (State Department for ICT and Innovation)

The Ministry has come up with the **National ICT policy, 2019** which provides for innovation within the public service and highlights the promotion of e-government, promotion of software development industry, ICT agency (e-government, Kenya ICT Board and Government information technology services, provision of ICT Technical support to MDAs, policy on automation of government services amongst others.

### iii. Ministry of Interior and Coordination of National Government (State Department for Interior and Citizen Services)

Coordination of national government functions in counties, internal security, development of the national integrated identity management system, oversight over and coordination of the management of the national primary data registers for citizens and foreign nationals among others.

### iv. Presidential directives

During the Service Delivery Summit of 25<sup>th</sup> July 2013, H.E. the President directed that "One-Stop-Shops should not be restricted to County Headquarters only but should be cascaded to the lowest administrative units".

In order to implement this directive, Huduma Kenya Secretariat has established five (5) Huduma Centres outside the county headquarters, four (4) in Nairobi County and one (1) in Kajiado West sub-county. The fifty-two (52) Huduma Centres also carry out Huduma Mashinani outreaches to the lowest administrative units. HKS has also established Contact Centre, Electronic and Mobile Platforms that are accessible across the Country.

During the 5<sup>th</sup> Devolution Conference of 24<sup>th</sup> April, 2018 held in Kakamega County, H.E. the President directed the Ministry of Public Service, Youth and Gender to avail space in Huduma Centres across the Country for County Governments to provide services that include business permits and physical planning approvals.

To implement the Presidential Directive, the Cabinet Secretary, Ministry of Public Service and Gender wrote to Governors on 9<sup>th</sup> May 2018 on the provision of space in

all Huduma Centres. To date, forty-two (42) counties offer County Government services in the Huduma Centres.

**v. Kenya Gazette Notice No. 2177 of 4<sup>th</sup> April 2014,**

The governance structure for the Huduma Kenya Service Delivery Programme is provided for under Kenya Gazette Notice No. 2177 of 4<sup>th</sup> April 2014 signed by H.E. the President. It outlines among others the Service Delivery Channels to be implemented and an inter-ministerial Governance structure for the implementation of the Programme.

**2.4 Integrated Service Delivery(ISD) Platforms**

The service delivery platforms are divided into three types based on the target beneficiaries.

- i. Government to Citizens
- ii. Government to Government

**i. Government to Citizen Platforms**

**a) The Huduma Kenya Service Delivery Programme**

The Medium Term Plan II of Vision 2030, the Huduma Kenya Service Delivery Programme further enumerates the physical and electronic service delivery platforms to be rolled out under the HKSDP.

The Programme leverages ICT as a key component in the successful delivery of services. It uses servers in a central location (data Centres) rather than local computers and physical servers to manage, and process data. Additionally, it uses Virtual Desktop infrastructure to provide a unified system and connect to the various Ministries, Departments, Agencies, and Counties (MDACs) ICT infrastructure and systems.

**b) Integrated Financial Management Information System (IFMIS) – Supplier Module**

This is an automated system that is used for public financial management. It interlinks planning, budgeting, expenditure management and control, accounting, e-procurement, audit and reporting. IFMIS is designed to improve systems for financial data recording, tracking and information management.

**c) E-citizen platform**

E-citizen is a digital payment platform that enables Kenyan citizens, residents, and visitors to access and pay for Government services online using the URL [www.ecitizen.go.ke](http://www.ecitizen.go.ke), Mobile USSD No. 206 and Short Code No. 22206. The platform is integrated with electronic payment platforms in Kenya, including mobile money (Pay Bill No. 206206) debit Cards and e-Citizen agents.

#### **d) Transport Information Management System (TIMS)**

Transport Information Management System (TIMS) is an online platform created to enable citizens to access National Transport & Safety Authority (NTSA) services conveniently. NTSA has now migrated some of its services on the platform.

#### **e) I-Tax**

The I-tax system has been developed by Kenya Revenue Authority (KRA) to improve efficiency. I-Tax allows one to update their tax registration details, file tax returns, register all tax payments and make status enquiries with real-time monitoring of their ledger/account.

#### **f) National Education Management Information System (NEMIS)**

This is an online portal for managing and automating education data and other related administrative functions. The main objective of the NEMIS portal is to help the Ministry of Education to gather accurate and real-time information on learners and learning institutions.

#### **g) Kenya Trade Net System**

Kenya Trade Net System is an initiative of the Kenya Vision 2030 to facilitate trade, customs clearance, competitiveness and to reduce the cost of trade thus promoting the economy. The system aims to provide the trading community and all stakeholders with a single access point for all external trade-related services and to meet the legal requirement of the trade.

### **iii. Government to Government platforms**

#### **a) Government Human Resource Information System (GHRIS)**

The Government embarked on the development of the GHRIS Portal whose aim is to address all its Human Resource (HR) needs. The System is designed in-house by Government Information Communication Technology Officers in collaboration with Human Resource Officers. The System is expected to interface with other existing systems like IFMIS, G-Pay, IRMIS and IPPD. Users of GHRIS are Government MDACs, Employees, and the Public who will benefit from a centralized readily accessible, efficient and transparent system.

#### **b) Integrated Personnel and Payroll Database (IPPD)**

IPPD is a system to provide reliable information on public service numbers, wages and allowances, capacity gaps and guide in the development of a comprehensive pay reform strategy for the public service. It is a computerized system conceived to replace the manual and semi-manual system, which was cumbersome, causing salary delays, inaccuracy in determining staffing levels and leading to poor accountability of funds.

### **c) Integrated population registration systems (IPRS)**

This is a one-stop-shop registration platform for all the population data in Kenya. It contains comprehensive information for all Kenyans and foreigners in the country. It is the single point of truth on the identity of individuals and has established a framework for sharing of information and population data by various registration agencies and other users. The platform has an established secure system that ensures confidentiality and integrity when transmitting and storing data.

### **d) Other online service delivery platforms**

Other online initiatives have been undertaken such as the Personal Data Hubs for National Population Register, Digitization of the Civil Registration Centres, the land registries and the High Court Registry; Development and implementation of and Development of the National Spatial Data Infrastructure (NSDI) as land data hub.

Several integrated service delivery platforms offer public services. There is a need to integrate the available platforms into a one-stop-shop government services platform.

### **3. CHAPTER 3 | POLICY PRIORITY AREAS**

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This section presents several identified policy provisions, highlighting concerns and the standards to address the concerns. Past experiences and desktop research provide important lessons to be borrowed and adopted.

#### **3.1 Public Service Delivery**

Public service should be integrated to offer seamless services that are aligned to the customer journey and not to individual MDACs.

In line with a customer-centric approach, the optimal route is to start with understanding customer needs, mapping out points of interactions with the customers, redesigning the processes to align to customer needs, redesigning the front office to interact effectively with the customer and realigning the back office to effectively deliver through the front office, before attempting to address the integration of individual agencies and departments.

This approach allows multiple public sector agencies to agree on uniform standards for the deployment and integration of services offered by the One-Stop-Shop platforms.

#### **3.2 Policy Intervention**

To align implement this policy, the following standards on service delivery will be adopted.

- i. The setting of service delivery benchmarks;
- ii. publication of citizen service delivery charters
- iii. Determination of citizen service delivery satisfaction levels;
- iv. Annual evaluation of citizen satisfaction levels;
- v. Service Excellence Quality Standards to be implemented
- vi. Standards on accessibility and availability of appropriate services on public services platforms and adherence to service delivery turn-around times;
- vii. Standards that ensure availability of public services that are accurate and simplified; and
- viii. Standards that allow for MDACs escalation for support and resolution of complaints from citizens.

#### **3.3 Business Process Re-engineering (BPR)**

MDACs will have to re-engineer their services to be able to offer their services through the One-Stop-Shop government services platforms. Business Process Re-engineering (BPR) enables organizations to review, interrogate and re-design their service delivery processes to serve customers better. There is a need to standardize the service

delivery processes to enhance efficiency and effectiveness. All services contained in the Citizens' Service Delivery Charter should be mapped and documented. BPR is therefore a key driver of service improvement and innovation.

### **Policy Intervention**

MDACs shall be required to:

- i. Document processes/procedures and relevant workflows from the time the customer seeks and receives information about the service to the point the service is provided to the customer;
- ii. Review the documented processes to redesign the service delivery systems to inform the introduction of new and modern ways of serving customers efficiently and effectively;
- iii. Sensitize its staff on service delivery processes;
- iv. Disseminate successful innovations to other MDACs and members of the public. This will promote a culture of continuous improvement and adoption of best practices for a more responsive public service; and
- v. Upload electronic copy of the MDACs' service processes/steps for all documented services and report on improvements on the MDACs' official websites and Huduma service portal for centralized access and wide publication.

### **3.4 Customer Relationship Management (CRM) Framework**

Customer management and feedback have traditionally been underutilised by public institutions. The majority of the MDACs do not offer CRM services to citizens. Government service points have published information emails, customer care desks numbers, and telephone numbers that go unanswered, forcing Citizens to visit service points for status updates

The Huduma Contact Centre implemented by the Huduma Kenya Secretariat provides first and second level escalation for all complaints, inquiries and updates to Kenyans via Telephone, email, and Social Media for MDACs.

### **Policy Intervention**

Every MDAC shall implement a centralized Customer Relationship Management framework. The CRM system will enable government agencies to have a holistic view of its citizens by tracking and managing citizen service requests, complaints, scheduling appointments, reminding customers of service updates and assisting MDACs to institute internal service accountability, escalate and address customer issues at various service delivery levels.

Huduma Kenya Secretariat shall allow MDACs visibility of back-end systems for status updates and resolution of customer complaints and assisted services upon request.

### **3.5 Integrated payment system**

The lack of a single integrated payment system for all government services negates the concept of One-Stop-Shop government services. Government agencies have adopted their payment gateways further complicating access to service delivery for citizens. The process is not end to end and citizens still have to visit financial institutions or Mobile payments points to pay for the service, then visit a service delivery point such as Huduma Centres to complete the service process.

#### **Policy Intervention**

This policy advocate for the integration of government payment gateways into the One-Stop-Shop government payment portal.

### **3.6 Integrated Performance Management Framework**

Performance Management is used to establish the basis for ensuring that efficient and effective services are delivered to Kenyans in line with the provisions of the Constitution.

Key service delivery commitments by MDACs to the citizens are detailed in a Citizens' Service Delivery Charter. An effective Citizens' Service Delivery Charter should clearly communicate the expected service delivery standards that should include as a minimum;

- i. Requirements to access the service/goods
- ii. Cost of the service/goods, and
- iii. The turn-around time for the service.

The setting, measuring and enforcing citizen-centric service standards for Government Agencies enables the evaluation of the public sector on customer metrics that had not hitherto formed part of public sector Key Performance Indicators (KPIs).

MDACs are expected to make continuous improvements on their services based on the performance achieved and feedback received from customers.

#### **Policy Intervention**

An integrated performance management framework shall be developed that is uniform, measurable and acceptable for all Government services.

MDACs shall develop key performance indicators which form the basis of measurement of the services offered through One-Stop-Shop Government services platforms.

### **3.7 Human Resource Management**

Human resource is a key aspect for the implementation of the One-Stop-Shop Government services. This entails the identification and deployment of relevant staff to offer services through the platforms. There is hence a need to have available and competent staff on the ground for implementation and process flow purposes.

This will ensure all processes that pertain to service delivery are efficiently and effectively carried out and executed.

### **Policy intervention**

This policy shall seek to ensure MDACs apply the following strategies in Human resource management:

- i. **Recruitment and Selection:** Individuals with suitable knowledge, skills, experience, and aptitude necessary to perform their duties at the one-stop-shop government services platforms shall be identified and employed appropriately.
- ii. **Staff Training and Development:** MDACs to ensure staff are continuously trained in critical skills such as service delivery standards, customer service excellence and ICT to facilitate the deployment and integration of services into the One-Stop-Shop Government services platform. The trainings will aim at developing employees by improving and updating their knowledge and skills to meet customer needs and expectations.
- iii. **Staff Remuneration and Benefits** – MDACs will have to make adequate provision for the staff posted at the One-Stop-Shop Government Services platforms are adequately remunerated.
- iv. **Staff Welfare** – staff will be encouraged to join welfare groups to enhance employee relations, group interaction and communication resulting in high productivity, cohesion and synergy.

### **3.8 Information Communication Technology**

MDACs currently own ICT Infrastructure and systems independently which requires citizens to access services from multiple service points. These systems and interfaces are developed autonomously and are often incompatible with other existing government systems. This hinders system integration and data sharing. This service delivery model does not offer end-to-end service integrations therefore citizens have to visit physical several service delivery points to complete a service.

The multiple service delivery online systems create duplication of data, confusion and is time-consuming since citizens have to access various channels seeking services; hence the need for system integration.

Shared and compatible ICT platforms have the potential to reduce the cost of investment, duplication of efforts, processing time and errors. The shared services lead to increased citizen satisfaction by reducing inconsistent service experience across MDACs, operational and administrative costs

## **Policy Intervention**

The One-Stop-Shop Government services envisage that all the ICT systems will be accessed through a single portal for ease of accessibility for citizens. MDAC will therefore be required to; -

- i. Deploy, install, operate and manage back-office support systems with the use of up to date Information Technology systems that offer accountability, data security, privacy and civil rights of individuals and community.
- ii. Adopt ICT Standards and best practices to ensure compatibility and interoperability among government ICT systems and infrastructure.
- iii. Ensure availability and accessibility of Government services to citizens through mobile devices and online devices
- iv. There are complementary mechanisms to assure service availability in case of failure or disruption on Information Technology systems. This shall be clearly documented in a business continuity plan.
- v. Ensure that a proper backup and recovery process and procedures are in place. The mean time to recover (MTR) shall be clearly stipulated in the service level agreements.
- vi. All customer requests should be completed in a single interface (Unified Front End) to make it easy for citizens to access numerous services in one place.

## **4. CHAPTER 4 | RESOURCE MOBILIZATION, MONITORING AND EVALUATION, REPORTING AND REVIEW**

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### **4.1 Resource Mobilization**

The successful implementation of this policy will require adequate financial, human and technical resources to ensure effective and efficient implementation of the desired policy outcomes. This will include funds for training, deployment and the motivation of staff.

A review of the various MDACs strategic plans will guide and facilitate Budget planning, preparation and implementation. Adequate funds to be availed for repair and maintenance of one-stop-shop platforms from funds generated from services offered at the platforms.

Additional support will be sought from development partners and Non-State Actors. The strategies include:

- i. Budgetary allocation from the National Treasury;
- ii. Partnerships through bilateral agreements and support by other international development and grants agencies;
- iii. Support by Regional Development partners
- iv. Partnerships with Corporate Social Responsibility (CSR) in Kenya;
- v. Partnerships with Faith-Based Organizations, Civil society Organizations, private sector institutions and other funding agencies for specific projects;

### **4.2 Monitoring and Evaluation Framework**

Monitoring and evaluation (M&E) shall be an essential strategy in the implementation of this policy. This will ensure that results frameworks on each policy action detailing outputs, outcomes, impacts and key actors shall be developed to facilitate annual plans and development planning processes in all sectors at all levels. The M&E processes will follow a strategic implementation plan that will be put in place for each component of the policy commitments. The M&E strategy will involve quarterly and annual updates.

### **4.3 Reporting**

Every MDAC will be required to prepare reports on the realization of the One-Stop-Shop government services policy. The reports will be done quarterly and annually using the quarterly information gathered, surveys Progress reports, and the provided guidelines and will be submitted to the Huduma Kenya secretariat with a copy to the Cabinet Secretary, responsible for Public Service, for purposes of sharing the successes and solutions to the challenges.

The Ministry will select those activities with the greatest impact on service delivery for sharing at the various established forums on Public Service including the National and County Government Coordinating Summit.

#### **4.4 Review of the policy**

A review of this policy will be conducted every three (3) years. In addition to these reviews, Huduma Kenya will carry out an annual monitoring and evaluation exercise and report on the implementation of the policy.

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## **CHAPTER 5 | POLICY CO-ORDINATION AND INSTITUTIONAL FRAMEWORK**

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This chapter presents the institutional and implementation framework for implementing the One-Stop-Shop Government Services Policy. The institutions identified will facilitate the integration and deployment of services into the One-Stop-Shop Government services platform.

### **5.1 Introduction**

Implementation of the policy will thus take a multi-sectoral approach cutting across both the state and non-state actors at all levels. Huduma Kenya Secretariat through the Ministry in charge of public service will take the leading role of coordinating all the other players in the country so as to enhance harmony and avoid duplication.

Along with the policy, a National Action Plan for implementing the policy will be developed in collaboration with key stakeholders. The action plan will provide clear roles and responsibilities as well as targets and timelines for each actor, among other key requirements. There is a need to institutionalize and strengthen all Agencies, including incorporating the One-Stop-Shop Government Services Policy in performance contracts for MDACs, build capacity and direct all MDACs to customize this Policy to their sectors. The policy recognizes the need for consultation, coordination and collaborative efforts to ensure its effective implementation.

### **5.2 Role of stakeholders**

Different aspects of the policy will be implemented by various actors including Ministries, Counties, Departments and Agencies (MDACs), Constitutional Commissions and Independent Offices in collaboration with the private sector, Civil Society Organizations, Faith-Based Organizations, among other key actors. Development partners will be engaged at various levels to support the implementation of the policy. The following are the actors from the key institutions identified in the different sectors and their specific roles;

#### **a) The Cabinet**

The Cabinet shall:

- i. Ensure commitment at the highest level of Government to the Policy;
- ii. Approve the necessary policy, regulatory and institutional frameworks for successful implementation of the policy; and
- iii. Promote the adoption of One-Stop-Shop Government services in all levels of Government.

#### **b) Ministry in charge of matters relating to Public service**

The Ministry shall:

- i. Provide the vision, strategic direction and priorities for the policy;
- ii. Review the progress and address high-level challenges of the policy;
- iii. Submit annual reports on the implementation of the one-stop-shop Government services to cabinet;
- iv. Implement the decisions of Cabinet on the Policy;
- v. Ensure the customer service delivery standards are aligned to annual performance contracts;
- vi. Establish an award scheme for recognizing best performers;
- vii. Spearhead policy implementation and reviews of the Policy;
- viii. Coordinate and co-chair the inter-ministerial management Committee for management of the One-Stop-Shop Government Services Policy;
- ix. Establish an award scheme for recognizing best performers; and
- iv. Ensure compliance with the policy in all sectors at all levels of Government.

#### **c) National Treasury**

The National Treasury shall:

- i. Ensure the policy issues are adopted in the entire budget cycle and are mainstreamed in all aspects of the national and county financing, accounting and related processes;
- ii. Avail adequate budgetary resources to Huduma Kenya secretariat and other MCDAs to implement actions outlined in the policy. Resource mobilization for the policy and Issue budget statements; and
- iii. Ensure availability of budgets, plans and programmes that align to the One-Stop-Shop Government Services.

#### **d) Ministry in charge of matters relating to ICT**

The Ministry of ICT shall

- i. Develop standards for integrations and shared services for the One-Stop-Shop Government Services; and
- ii. Standards for ICT Infrastructure and systems

#### **e) National Assembly**

The National Assembly shall:

- i. Enact relevant laws to promote adoption of the Policy; and
- ii. Ensure appropriation of adequate funds for the implementation of the policy within the two levels of Government.

#### **f) Ministries, Counties, Departments and Agencies (MCDAs)**

MDACs shall:

- i. Implement the policy in line with their respective mandates;
- ii. Develop, review and implement sector-specific policies to integrate the One-Stop-Shop Government services policy in their budget processes, plans and programmes;

- iii. Deploy and integrate their services onto the One-Stop-Shop service delivery channels;
- iv. Coordinate implementation of the policy components in their respective MCDAs;
- v. Enforce compliance with the guidelines and standards; and
- vi. Mainstream the policy in training curricula at all levels and institute specific capacity building programmes.

#### **g) Office of the Attorney General**

The Attorney General shall:

- i. Support and advice MCDAs in drafting necessary legislation to implement the policy and key constitutional provisions;
- ii. Amend laws that will hamper the implementation of the Policy;
- iii. Make proposals on other legislative and law reforms in support of the policy implementation; and
- iv. Review enabling policy, legal and institutional framework.

#### **h) County Governments**

The County Governments shall:

- i. Integrate national standards and indicators in County Integrated Development Plans (CIDPs);
- ii. Report on policy implementation at the county;
- iii. Formulate and ensure implementation of county-specific policies related to the One-Stop-Shop Government Services Policy;
- iv. Develop and implement Action Plans for the Policy;
- v. Ensure allocation of adequate resources for the implementation of the policy;
- vi. Identify and implement programmes targeting implementation of the policy; and
- vii. Collect, collate and disseminate data on the policy.

#### **i) Huduma Kenya Secretariat**

The Huduma Kenya Secretariat shall:

- i. Ensure the day to day implementation of the policy;
- ii. Prepare the strategic plans and submit reports on the implementation of the policy
- iii. Implement the business process re-engineering and automation of processes for service delivery for the policy;
- iv. Oversee the deployment and integration of services onto the One-Stop-Shop service delivery channels;
- v. Oversee the implementation of Customer Service Excellence Standards;
- vi. Manage and co-ordinate the operations, staff, finances and physical facilities to support the policy;
- vii. Monitor, evaluate and report on the implementation of policy;
- viii. Develop the National Action Plan for implementing the policy;

- ix. Carry out research on various emerging issues related to the policy in collaboration with academia and other institutions;
- x. Support MDACs to prepare Action Plans and guide on the reporting mechanisms for Policy outcomes;
- xi. Develop guidelines and standards on the One-Stop-Shop Government services policy to enhance compliance;
- xii. Ensure compliance at all levels of the Government; and
- xiii. Undertake a committee on compliance.

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## ONE-STOP-SHOP GOVERNMENT SERVICES BILL, 2021

**AN ACT of Parliament** to develop a national framework for the establishment and implementation of a one-stop-shop Government service delivery platforms, digitisation and automation, Business process re-engineering of public services and for any other connected purposes.

**ENACTED** by the Parliament of Kenya as follows -

| <b>PART 1 – PRELIMINARY</b>   |                |
|---|----------------|
| <p><b>1.</b> This Act may be cited as the One-stop-shop Government services Act,2021</p>  | Short title    |
| <p><b>2.</b> In this Act, unless the context otherwise requires –</p> <p>“Advisory Committee” means the Advisory committee as established under section of this Act”.</p> <p>“Business processing re-engineering” means the radical redesign of public services to achieve quality service delivery;</p> <p>“Cabinet Secretary” means Cabinet Secretary for matters related to public services;</p> <p>“Citizen” means any individual who is a Kenyan citizen, and any private entity that is controlled by one or more Kenyan citizens.</p> <p>“Digital services” means electronic delivery of information including data and content across multiple platforms and devices like web or mobile;</p> <p>“e-huduma portal” means the Government One-Stop-Shop electronic online portal to be used by citizens, Businesses, and government agencies to transact and access Government services and information;</p> <p>“Huduma Contact Centre” means the Government owned Contact Centre set up to receive and respond to citizens inquiries about public services offered by different Government agencies using a single dialing prefix;</p> <p>“Huduma Centres” means physical facilities set up as the official Government one-stop-shop service delivery platform in which multiple Government, Ministries, Departments, counties and other Agencies provide their services;</p> | Interpretation |

“Huduma Kenya Programme” means the flagship Programme of the Kenya Vision 2030 established to transform service delivery in the Public service into one stop shop service delivery platforms;

“Huduma Kenya staff” means a staff of the former Huduma Kenya Secretariat employed on contractual terms of service, deployed or seconded to the former Huduma Kenya Secretariat from Ministries, Departments, and Agencies.

“MDAC” means Ministry, Department, Agency, and County offering public services;

“M-Huduma” means the mobile electronic platform” Government Application platform offering Government services to customers from the convenience of their mobile devices;

“one-stop shop government services” means an integrated government platform that offers both online and manual public services;

“private body” means any private entity or non-state actor that—

(a) receives public resources and benefits, utilizes public funds, engages in public functions, provides public services, has exclusive contracts to exploit natural resources (with regard to said funds, functions, services or resources); or

(b) is in possession of information which is of significant public interest due to its relation to the protection of human rights, the environment or public health and safety, or to exposure of corruption or illegal actions or where the release of the information may assist in exercising or protecting any right;

“Public Entity” means—(a) any public office, as defined in Article 260 of the Constitution; or (b) any entity performing a function within a commission, office, Secretariat or other body established under the Constitution;

“Public Officer” has the same meaning assigned to it by Article 260 of the Constitution; and

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| <p>"Public record" includes any record in written or any other form containing information relating to the conduct of the public entity's business, prepared, owned, used or retained by a public entity regardless of physical form or characteristics.</p> <p>'Secretariat' means the Huduma Kenya Secretariat established by this Act;</p>  |                                       |
| <p><b>3.</b> The object and purpose of this Act is to -</p> <ul style="list-style-type: none"> <li>a) Provide a framework for the establishment and implementation of the one-stop shop government services delivery platforms;</li> <li>b) transform public service delivery in order to ensure efficient, effective, accessible and citizen-centric services through one-stop-shop platforms</li> <li>c) to provide for automation and digitization of public services;</li> <li>d) Provide a framework for business process re-engineering of public services;</li> <li>e) promote inter agency collaboration within the public service;</li> <li>f) maintain integrity, confidentiality and security of personal and public data; and</li> <li>g) ensure accessibility and continuity of public services during pandemics or disruptions.</li> </ul> | <p>Object and purpose of the Act.</p> |
| <p><b>4.</b> The public entity entrusted with the implementation of the one stop government services under Section 8 of this Act shall observe and uphold the national values and principles of access of services in all parts of the Republic, Governance, Public Service set out in Article 6(3),10, 46, and 232(1) of the Constitution and for the avoidance of doubt shall; -</p> <ul style="list-style-type: none"> <li>a) ensure reasonable access to public services in all parts of the Republic and globally;</li> </ul>   | <p>Guiding principles</p>             |

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| <ul style="list-style-type: none"> <li>b) ensure responsive, prompt, effective, impartial and equitable provision of public services;</li> <li>c) strive for the highest standards of professionalism and discipline;</li> <li>d) promote good practice, transparency, good governance, integrity, and accountability;</li> <li>e) ensure transparency and provision of timely and accurate information;</li> <li>f) ensure efficient, effective and economic use of resources; and</li> <li>g) promote involvement of the citizens in the process of policy making.</li> </ul>  |  |
| <b>PART II - ESTABLISHMENT AND FUNCTIONS OF THE ADVISORY COMMITTEE</b>   |  |
| <p><b>5.</b> (1) There shall be established the Advisory committee which shall be the apex body of the Huduma Kenya Programme.</p>   | <p>Establishment of the Advisory committee</p> |
| <p>(2) The members of the Advisory committee shall comprise of –</p> <ul style="list-style-type: none"> <li>a) Cabinet Secretary responsible for matters related to Public service or his or her representative; who shall be the Chairperson;</li> <li>b) Cabinet Secretary responsible for matters related to Interior and Co-ordination of National Government or his or her representative;</li> <li>c) Cabinet Secretary responsible for matters related to the National Treasury and Planning or his or her representative;</li> <li>d) Cabinet Secretary responsible for matters related to Information, Communication and Technology or his or her representative;</li> <li>e) The Attorney-General or his nominee;</li> </ul> | <p>Composition of the Advisory Committee</p>   |

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| <p><b>6.</b> The Advisory Committee may co-opt such persons from such institution, as it considers necessary for the performance of its functions.</p>   |  |
| <p><b>7.</b> (1) The Advisory Committee shall be responsible for developing the vision and overall policy for the One stop shop Government services and shall undertake the following —</p> <ul style="list-style-type: none"> <li>(a) be responsible for the overall policy and priorities, of the Huduma Kenya Secretariat;</li> <li>(b) ensure commitment at the highest level of Government to Huduma Kenya Programme</li> <li>(c) review the progress and address high-level challenges of Huduma Kenya programme</li> <li>(d) approve the formulation and implementation of necessary policies, legislation, regulatory and institutional frameworks for successful implementation of the Huduma Kenya Programme;</li> <li>(e) advise the President on any matter relating to and affecting Huduma Kenya Programme;</li> <li>(f) submit reports annually to the President on the Huduma Kenya Programme; and</li> <li>(g) Perform any other function conferred by this Act.</li> </ul> <p>(2) The Committee shall meet at least twice each year at such a place, as it shall consider appropriate.</p> | <p>Functions of the Advisory Committee</p> |
| <p><b>ESTABLISHMENT AND FUNCTIONS OF THE HUDUMA KENYA SECRETARIAT</b></p>  |  |
| <p><b>8.</b> (1) There shall be established a Secretariat of the Huduma Kenya Programme headed by a Secretary and comprise of -</p> <ul style="list-style-type: none"> <li>a) Staff recruited to the Secretariat; and</li> <li>b) Staff seconded from MDACs.</li> </ul>  | <p>Establishment of the Secretariat</p>    |
| <p>The functions of the Huduma Kenya Secretariat shall include</p> <ul style="list-style-type: none"> <li>i. To develop, operationalize, support and maintain one stop shop Government services platforms;</li> </ul>  | <p>Functions of the secretariat</p>        |

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| <ul style="list-style-type: none"> <li>ii. To provide quality, accessible, dignified, and convenient public services to citizens;</li> <li>iii. To develop policy and legislation framework for Huduma Kenya Service Delivery Program</li> <li>iv. To build human and institutional capacity to ensure transformation of public service delivery</li> <li>v. To establish and sustain partnerships, collaborations and linkages for Huduma Kenya integrated service delivery</li> <li>vi. To enhance innovations and research for Huduma Kenya integrated service delivery platforms</li> <li>vii. Commission research, innovation development and liaise with entities within and outside Kenya for the improvement of integrated service delivery in Government;</li> <li>viii. monitoring and evaluating the performance of the Huduma Kenya Service delivery channels; and</li> <li>ix. Any other functions as may be directed by the Advisory Committee.</li> </ul> |                                       |
| <p><b>9.</b> (1) There shall be a Secretary/Chief Executive Officer of the Huduma Kenya Secretariat who shall be competitively recruited by the Public Service Commission.</p>   | <p>Appointment of Secretary/CEO</p>   |
| <p><b>10.</b> (1) A person is qualified to be appointed as the Secretary if that person-</p> <ul style="list-style-type: none"> <li>(a) holds a degree from a university recognised in Kenya;</li> <li>(b) has at least Fifteen (15) years relevant professional experience;</li> <li>(c) has demonstrable competence in administration of not less than ten (10) years; and</li> <li>(d) satisfies the requirements of leadership and integrity provided under Chapter Six of the Constitution</li> </ul>   | <p>Qualifications for appointment</p> |

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| <p><b>11.</b> The Secretary/CEO shall -</p> <ul style="list-style-type: none"> <li>(a) be responsible for the day-to-day operations and administration of the Huduma Kenya Programme;</li> <li>(b) be responsible for the effective utilization of the resources of the Huduma Kenya Programme;</li> <li>(c) to implement the decisions of the Advisory Committee;</li> <li>(d) be responsible for the automation and digitization of deployed public services;</li> <li>(e) be responsible for the training, education, and deployment of staff of the Huduma Kenya Programme;</li> <li>(f) at least prepare and submit quarterly progress reports on the Huduma Kenya Programme to the Advisory Committee;</li> <li>(g) At least three months before the end of the financial year, prepare and submit to the Advisory Committee, budget estimates of the Programme for its considerations;</li> <li>(h) source, commit and deploy financial, human and other resources necessary for the implementation of the access to citizen services;</li> <li>(i) to undertake the preparation of implementation plans and quarterly reports;</li> <li>(j) be responsible for the corporate image of the Huduma Kenya Programme;</li> </ul> | <p>Functions of the Secretary/CEO</p>      |
| <p><b>12.</b> A person appointed as the Secretary shall serve for a renewable term of four (4) years subject to satisfactory performance.</p>  | <p>Term of office of the Secretary/CEO</p> |
| <p><b>13.</b> (1) The office of Secretary shall become vacant if the holder of the office</p> <ul style="list-style-type: none"> <li>a) dies;</li> <li>b) resigns from office by notice, in writing, addressed to the appointing authority;</li> <li>c) is convicted of a criminal offence and sentenced to a term of imprisonment;</li> <li>d) is adjudged bankrupt;</li> <li>e) term of office expires; or</li> <li>f) is removed or retired from office on the following grounds –</li> </ul>   | <p>Vacancy of the Office.</p>              |

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| <p>(2) The secretary may be removed from office by the appointing authority, if that person:</p> <ul style="list-style-type: none"> <li>a) has been convicted of an offence for a period exceeding six months without the option of a fine;</li> <li>b) commits gross misconduct, whether in the performance of the office holder's functions or otherwise;</li> <li>c) is unable to perform the functions of the Office for physical or mental incapacity; d) is incompetent or neglects his duty;</li> <li>d) violates the Constitution or any other written law; or</li> <li>e) is otherwise unable or unfit to discharge the functions of office.</li> </ul> <p>(3) Before the appointing authority makes a decision to remove the secretary from office the appointing authority shall be guided by the provisions of the Fair Administrative Action Act, 2015.</p> <p>(4) Where a vacancy occurs in the office of Secretary, the Public Service Commission shall fill the vacancy in accordance with the provisions of Section 13.</p> |                                     |
| <ul style="list-style-type: none"> <li>a) (1) The Secretariat shall -</li> <li>b) comply with the provisions of the Constitution in the development of the criteria for the recruitment, promotion, transfer, and retirement of members of the Secretariat;</li> <li>c) may employ such officers or agents as it considers necessary for the discharge of its functions and duties under this Act;</li> <li>d) on the advice of the Salaries and Remuneration Commission, determine the salaries of the staff of the Secretariat.</li> <li>e) advise the Advisory Committee on the policy and financial matters relating to the Huduma Kenya Programme on implementation of the one stop government service delivery programme;</li> <li>f) develop and review the enabling policy, legislative and any other recommendations on the implementation of the one stop government services</li> </ul>   | <p>Functions of the Secretariat</p> |

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| <p>offered under Huduma Kenya Programme for the approval of the Advisory Committee;</p> <p>g) implement the decisions of the Advisory Committee;</p> <p>h) develop, establish and maintain a customer relationship management framework</p> <p>i) development and implementation of one stop shop service delivery platforms including physical Huduma centres, m-huduma and e- Huduma;</p> <p>j) ensure MDACs deploy services and resources in the single integrated online Service delivery channels; and</p> <p>k) Perform such other duties as may be conferred by the Advisory Committee, this Act or any other written law.</p> <p>(2) Subject to the provisions of this Act, the Secretariat may regulate its own procedure.</p> |   |
| <b>PART III - ADMINISTRATION</b>  |   |
| <p><b>14.</b> Subject to the directions of the Advisory Committee, Huduma Kenya Secretariat is responsible for the administration of this Act.</p>  | Mandate of the Huduma Kenya Secretariat |
| <p><b>15.</b> The Secretariat shall establish mechanisms for lodging complaints and facilitating amicable and expeditious settlement of dispute by any party aggrieved by any decision under this Act.</p>  | Dispute resolution mechanisms           |
| <p><b>16.</b> In implementing this Act, the Advisory Committee shall develop measures to mitigate on any legal, procedural, and social barriers that may limit the enrolment, with special attention being paid to any group of persons at risk of exclusion from cultural, political or any other reason.</p>  | Mitigation against discrimination       |
| <b>PART IV - FINANCIAL PROVISIONS</b>   |   |
| <p><b>17.</b> The funds of the Huduma Kenya Secretariat shall consist of —</p> <p>a) monies appropriated by Parliament for the purpose of the programme;</p>  | Funds of the Huduma Kenya Secretariat   |

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| <ul style="list-style-type: none"> <li>b) monies or assets as may accrue to, or vest in the Secretariat in the course of the exercise of its powers or the performance of its functions under this Act;</li> <li>c) any gifts, grants and other donations as may be made to the Secretariat;</li> <li>d) such amounts, as may be paid to the Secretariat from any public fund, created by law for the purposes of promotion of any or all the objects and functions of the Committee;</li> </ul>  |                                       |
| <p><b>18.</b> (1) The Advisory Committee shall, at least three months before the commencement of each financial year, cause to be prepared estimates of the revenue and expenditure of the Secretariat for that Financial Year.</p> <p>(2) The annual estimates shall make provision for all the estimated expenditure of the Secretariat for the Financial Year concerned, and in particular, shall provide for the—</p> <ul style="list-style-type: none"> <li>a) running of the Secretariat’s programs;</li> <li>b) proper maintenance, repair, and replacement of the equipment and other movable and immovable property of the Secretariat;</li> <li>c) payment of salaries, allowances, and other charges in respect of staff of the Secretariat;</li> <li>d) payment of pensions, gratuities, and other charges in respect to retirement benefits to the staff of the Secretariat; and</li> <li>e) creation of such reserve funds to meet future or contingent liabilities in respect of retirement benefits, insurance or replacement of buildings or equipment or in respect of such other matters as the Secretariat may consider appropriate.</li> </ul> | Annual estimates                      |
| <p><b>19.</b> The Financial Year of the Secretariat shall be twelve months ending on the thirtieth day of June in each year.</p>  | Financial year                        |
| <p><b>20.</b> The books and records of account of income, expenditure, assets, and liabilities of the Secretariat shall be kept and maintained in accordance with the Public Finance Management Act, 2012</p>   | Accounts and Audit.<br>No. 18 of 2012 |
| <p><b>21.</b> The accounts of the Secretariat shall be audited and reported upon in accordance with the Public Audit Act, 2015.</p>   | No 34 of 2015.                        |

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| <p><b>22.</b> The Secretariat may invest funds that are not immediately required for its purposes in bank deposits or other securities as the National Treasury may, from time to time, approve.</p>  | <p>Investment of funds</p>           |
| <p><b>23.</b> There shall, within three months after the end of each financial year, prepare and submit to the Auditor General financial statements, including profit and loss statements, of the preceding year in accordance with the Public Audit Act 2015.</p>  | <p>Financial reports.</p>            |
| <p><b>24.</b> (1) All property, assets, rights, liabilities, obligations, agreements and other arrangements existing at the commencement of this Act and vested in, acquired, incurred or entered into by or on behalf of the Huduma Kenya Programme, shall upon the commencement of this Act be deemed to have vested in or to have been acquired, incurred or entered into by or on behalf of the Huduma Kenya Secretariat to the same extent as they were enforceable by or against the Secretariat before the commencement of this Act.</p> <p>(2) Where the transfer of any property transferred to or vested in the Secretariat under subsection (1) is required by any written law to be registered, the Secretariat shall, within three months from the commencement of this Act or within such other period as may be prescribed in the written law, apply to the appropriate registering authority for the registration of the transfer and thereupon the registering authority shall, at no cost to the Secretariat or any person by way of registration fees, stamp duty or other taxes—</p> <ul style="list-style-type: none"> <li>a) make such entries in the appropriate register as shall be necessary to give effect to the transfer;</li> <li>b) where appropriate, issue to the Secretariat a certificate of title or other statutory evidence of ownership of the property or make such amendments on such certificates or in the appropriate register as may be necessary; and</li> <li>c) make any necessary endorsements on such deeds or other documents as may be presented to such registering authority relating to the title, right or obligation concerned.</li> </ul> | <p>Funds, assets and liabilities</p> |

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| <p>d) all inventions, literary, artistic works, designs, symbols, names and images generated in the course of implementation of the program whether internally by the Secretariat or by an external party that bears the brand of Huduma Kenya Program shall become the property of Huduma Kenya Secretariat unless specifically prescribed in any contractual obligations</p> |   |
| <p><b>PART V - MISCELLANEOUS PROVISIONS.</b></p>   |   |
| <p><b>25.</b> The Cabinet Secretary may make regulations for better carrying into effect the provisions of this Act and fulfilment of the objectives specified under this Act.</p>   | <p>Delegated Powers</p>                   |
| <p><b>26.</b> Nothing contained in this Act shall be deemed to negate or diminish any function, duty, or power assigned to any other body or organ under any written Law.</p>  | <p>Savings provision</p>                  |
| <p><b>27.</b> This Act supersedes any other public notification on integrated one-stop-shop service delivery programs and initiatives in the Public service.</p>   | <p>Supersession</p>                       |
| <p><b>28.</b> Parliament shall, upon expiry of five years from the date of commencement of this Act, and pursuant to Chapter 13 of the Constitution, review the mandate of the Secretariat with a view to ensure efficient service delivery.</p>   | <p>Review of mandate</p>                  |
| <p><b>29.</b> The Gazette Notice establishing the Governance structure for the establishment of the Huduma Kenya service Delivery Program is revoked</p>   | <p>Revocation of GN. No. 2177 of 2014</p> |



**PUBLIC FEEDBACK TEMPLATE**

**SUBMISSION OF PUBLIC COMMENTS AND PUBLIC PARTICIPATION ON  
ONE- STOP SHOP GOVERNMENT SERVICES POLICY AND BILL**

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Name of person/institution making proposal:

..... Passport or ID

No:.....(optional)

1. Have you heard of the One Stop Shop Government Services Policy and Bill?

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2. Have you understood the contents of the One Stop Shop Government Services Policy and Bill?

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3. Which part of the one stop shop government services policy and bill would you want improved?

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4. How would you want the part mentioned above improved?

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5. What other comments do you have with regard One Stop Shop Government Services Policy and Bill?

