

REPUBLIC OF KENYA



THE PRESIDENCY
MINISTRY OF PUBLIC SERVICE, YOUTH AND GENDER AFFAIRS



Idea Generation

**PUBLIC SERVICE DELIVERY
INNOVATION STRATEGY**

Sustaining Idea

Idea Selection

June, 2017

Idea
Implementation



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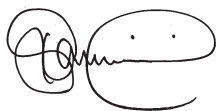
FOREWORD

The Public Service Delivery Innovation Strategy is part of a broader effort to modernize public services in Kenya. It demonstrates the priority Government has placed on the role of innovation. The Strategy seeks to harness and mainstream public service delivery innovation across the public service to deliver effective, equitable and quality services for the achievement of sustainable development. I am convinced that this Strategy will re-engineer public services to enable greater efficiency and effectiveness, promote creativity and innovation in service delivery and foster a culture of excellence in the Public Service.

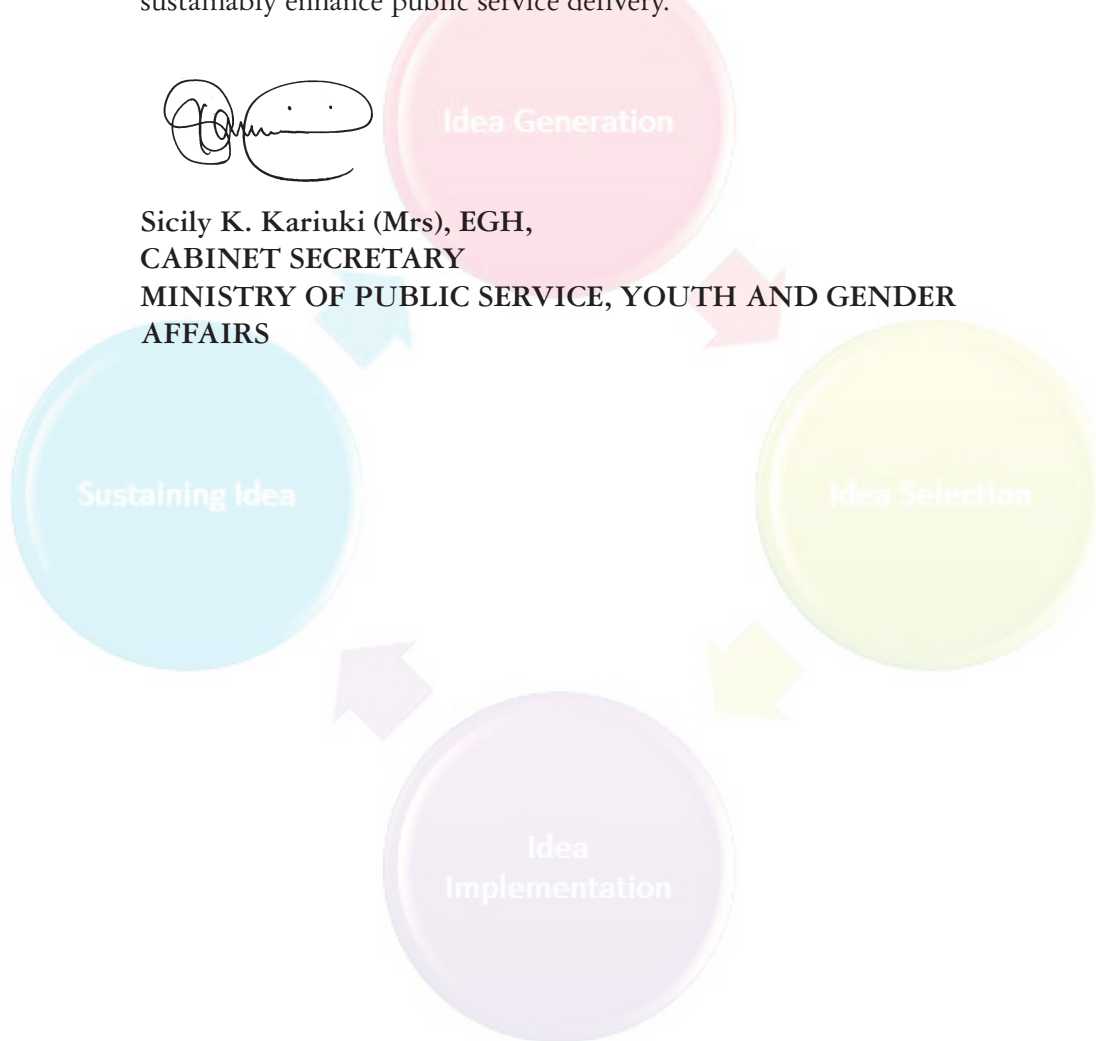
The scale and complexity of the process of continuously delivering quality public services to citizens makes it an ambitious and demanding enterprise. It requires the service provider to balance competing interests, make optimal use of scarce resources and design appropriate responses for the emerging needs and expectations of citizens. In harmony with global trends, the Government of Kenya intends to modernize public service delivery by harnessing the ideas and creativity of our public servants and other stakeholders in order to implement public services that delight clients.

The Government recognizes that service delivery innovation is essential to a productive, high-performing Public Service. The public sector is the largest service provider in Kenya. Any improvement in public service delivery transforms the daily experience of millions of Kenyan citizens, residents and visitors. Innovation is a creative process. However, it is clear that in order to mainstream Public Service delivery innovations and to standardize and replicate them across the public service for enhanced results and customer satisfaction, the process and products of innovation must be guided and harmonized by a coherent Strategy.

I therefore invite all public servants, public institutions, the private sector, development partners and other stakeholders to embrace this Strategy and take advantage of the opportunity it offers, in order to sustainably enhance public service delivery.



**Sicily K. Kariuki (Mrs), EGH,
CABINET SECRETARY
MINISTRY OF PUBLIC SERVICE, YOUTH AND GENDER
AFFAIRS**



STATEMENT BY CHIEF OF STAFF AND HEAD OF PUBLIC SERVICE

I welcome the publication of the Public Service Delivery Innovation Strategy which highlights strategic issues affecting the implementation of Public Service innovations and recommends key interventions to address them. I note that during the OECD Public Service Innovation Conference held in Paris, 12-13 November 2014, it was acknowledged that “the nature of public sector problems - complex, cross-boundary and unsolvable by traditional government tools and approaches – also reinforces the importance of building the capacity of government to innovate and invent solutions to the complex and intractable problems faced by society.” Vision, innovation and collaboration are the 21st Century tools that equip today’s public service to transform itself into a public service capable of guiding Kenya into a prosperous future.

This Strategy is a road map for public institutions and public servants. It promises to harness the creative instincts of public servants in order to deliver the quality of public service envisioned by the Constitution of Kenya 2010 and Vision 2030. The Strategy is designed to ensure that public service innovations are mainstreamed to create a responsive, all inclusive, effective and efficient public service, as prescribed by the African Charter on Values and Principles of Public Service and Administration, Article 232 of the Constitution on the Values and Principles of Public Service, and Chapter Four on the Bill of Rights.

This Strategy will enable public servants to be more responsive to the needs and aspirations of citizens and will therefore enhance the relationship between citizen and Government. It will usher new ways of managing public servants, running public service institutions, and serving the public; therefore greatly improving the Public Service.

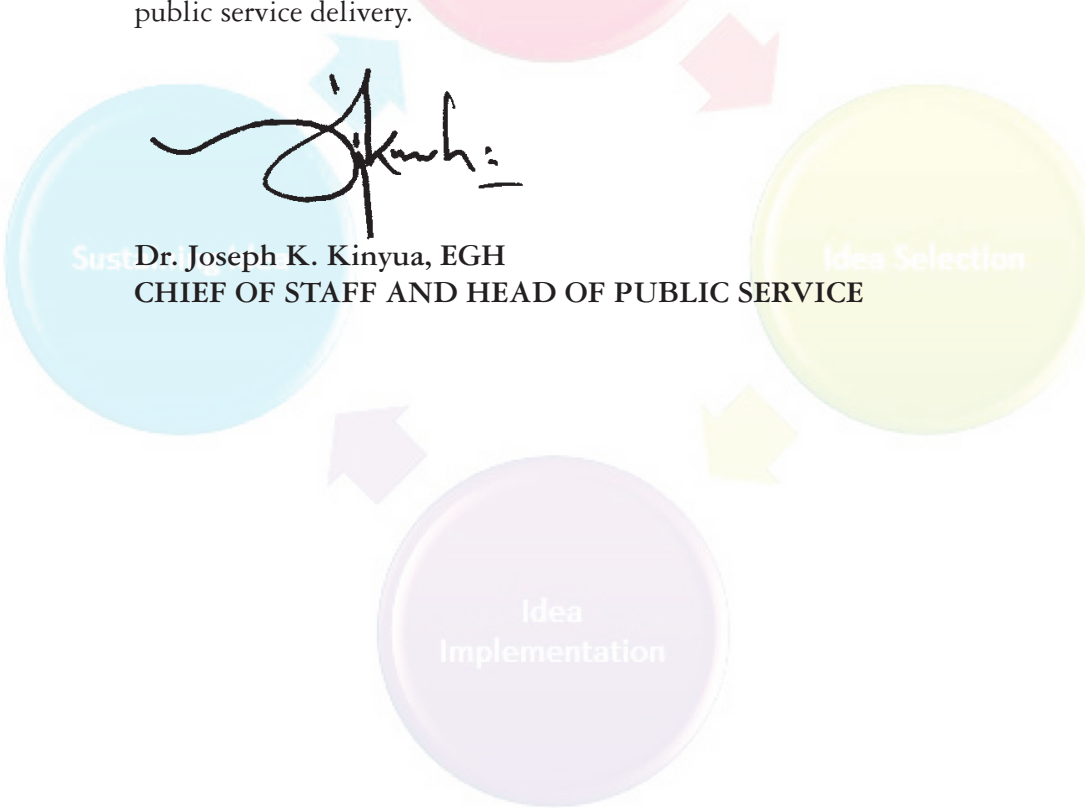
The Kenyan Public Service is equal to the achievement of the goals set by this Strategy. I am confident that innovation will become a feature of our corporate culture and an integral part of every public servant's work performance, regardless of his or her role in the public service. I note that this Strategy will succeed if all arms and institutions of Government are willing to collaborate, share knowledge and information with each other, serve the public with diligence and be guided by this Strategy.

I look forward to our realization of the benefits of innovation in public service delivery.



A handwritten signature in black ink, appearing to read 'J. Kinyua', is positioned above the printed name.

Dr. Joseph K. Kinyua, EGH
CHIEF OF STAFF AND HEAD OF PUBLIC SERVICE



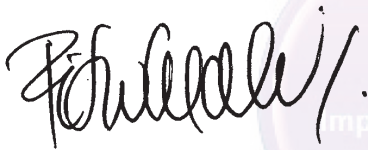
ACKNOWLEDGEMENT

The successful development of the Public Service Delivery Innovation Strategy is a product of great commitment and concerted effort by various stakeholders in the Public Service.

First and foremost I wish to acknowledge the Cabinet Secretary, Ministry of Public Service, Youth and Gender Affairs, Mrs. Sicily Kariuki, EGH, for spearheading and providing leadership in the development of this Strategy. She defined its purpose, gave direction from the outset and provided invaluable input.

Special acknowledgement goes to the Principal Secretaries, CEOs and stakeholders who gave suggestions and inputs. Further, I appreciate Members of the Inter-Agency Committee on Innovation in Public Service Delivery, for their leadership in realizing this Strategy. I acknowledge the Inter-Ministerial technical team and the Research and Innovation Unit in the Directorate of Public Service Management in the Ministry of Public Service Youth and Gender Affairs, who prepared the initial draft.

In conclusion, I look forward to continued collaboration as we implement the Strategy to enhance public service delivery.



Lillian Mbogo-Omollo, CBS

**PRINCIPAL SECRETARY,
STATE DEPARTMENT OF PUBLIC SERVICE AND
YOUTH, MINISTRY OF PUBLIC SERVICE, YOUTH AND
GENDER AFFAIRS**

DEFINITION OF TERMS

Innovation: The generation and implementation of new ideas, product, process, or service that significantly improve service delivery.

Product innovation: The introduction of goods that are new or substantially improved. This includes improvements in functional characteristics, technical abilities, or ease of use.

Service innovation: New ways in which services are provided to users such as online filing of tax returns.

Process innovation: Change in the way a product is manufactured, created and distributed or a service is delivered.

System innovation: New ways by which work is organized and accomplished to promote and gain competitive advantage.

Public Service delivery innovation: The generation and implementation of new ideas leading to development of new products, processes or services that significantly improve service delivery.

Adoption of innovation: The incorporation of a new idea, product or process within an organization.

Diffusion of an innovation: The spontaneous spread of an innovation.

Replication: The deliberate repetition of an innovation in other institutions.

ABBREVIATIONS AND ACRONYMS

AAPAM	-	African Association for Public Administration and Management
CoP	-	Communities of Practice
CPSI	-	Center for Public Service Innovation
DEF-KITCH-	-	Defence Kitchen
GHRIS	-	Government Human Resource Information System
ICKM	-	Information, Communication and Knowledge Management
IFMIS	-	Integrated Financial Management Information System
IPPD	-	Integrated Personnel Payroll Database
IPIs	-	Intellectual Property Institutions
IPRs	-	Intellectual Property Rights
IRMIS	-	Integrated Records Management Information System
KECOBO	-	Kenya Copyright Board
KENIA	-	Kenya National Innovation Agency
KIPI	-	Kenya Industrial Property Institute
KSG	-	Kenya School of Government
MDAs	-	Ministries, Departments and Agencies
MER	-	Monitoring, Evaluation and Reporting
MTFF	-	Medium Term Fiscal Framework
NACOSTI	-	National Commission for Science, Technology and Innovation
SMART	-	Specific, Measurable, Achievable, Realistic, Time bound
UNPSA	-	United Nations Public Service Awards
WEF	-	Women Enterprise Fund
YEDF	-	Youth Enterprise Development Fund



SECTION ONE BACKGROUND

1.1 Introduction

Society is facing complex social and economic challenges, largely characterized by poverty, disease, pandemics, conflict, unemployment, food insecurity and environmental degradation. While governments have over the decades formulated policies and developed programs to address these challenges, their increasing complexity requires more innovative approaches in order to alleviate human suffering and realize rapid social and economic progress. Towards this end, governments worldwide have embarked on efforts to transform the Public Service, to make it more responsive and effective in achieving social and economic progress. One of the most outstanding transformative approaches in public service is innovation.

Innovation is bound to introduce new, more efficient and effective methods of service delivery. Specifically, the Public Service will henceforth become more accessible and expedient; and ultimately better placed to alleviate human suffering. Indeed, trends in public service innovation have resulted in efforts to recognize and reward innovation. These include the United Nations Public Service Awards (UNPSA) and the African Association for Public Administration and Management (AAPAM) Award.

Many countries around the world have developed policies and strategies to promote innovation in public service delivery and enhance the capability of the public service as an institution. The following countries have made notable effort:

Singapore has developed the PS21 Strategy Framework which places emphasis on innovation and improvement through continual engagement, empowerment and individual responsibility.

South Africa established in 2002 the Centre for Public Sector Innovation (CPSI) mandated to identify, support and nurture innovation in the Public Sector in order to improve service delivery.

The United States established the Open Government Innovations Gallery and launched the SAVE Award for ideas to save taxpayer dollars and make government more effective and efficient. In addition, the country released in 2009 what is referred to as A Strategy for American Innovation.

Innovation in public service delivery in Kenya is expressed in the Kenya Vision 2030: Towards a Globally Competitive and Prosperous Kenya. The Kenya Vision 2030 document underscores science, technology and innovation as a means to foster global competitiveness for wealth creation, national prosperity and a high quality of life for its people. Specifically, the document states that “the government will create and implement an STI policy framework to support Vision 2030.” Further, Articles 10 and 232 of the Constitution of Kenya, 2010 emphasize service delivery that is responsive to the needs of the citizenry. This calls for creativity and innovation.

The Government has therefore, made deliberate efforts since 2006 to create awareness and mainstream innovation in the Public Service. Service delivery innovations have been factored in Performance Contracts of MDAs; a circular on Management and Coordination of service delivery innovations in the Public Service was issued in December 2009; Public Service Recognition and Award Scheme for innovation was introduced in 2011; and Kenya has been participating in public service innovation competitions regionally and internationally. Further, the Government has established institutions dedicated to management of innovation, notably; the National Commission for Science, Technology and Innovation (NACOSTI) and Kenya National Innovation Agency (KENIA).

The Ministry of Public Service Youth and Gender Affairs, has developed the Public Service Delivery Innovation Strategy to provide a systemic approach to implementation and management of innovation in all public service institutions and agencies at both National and County levels of government. The Strategy will guide documentation and evaluation of innovative methods, sharing relevant knowledge, replication and protection of intellectual property rights (IPRs) of innovating institutions and individuals.

1.2 Rationale

The Public Service Delivery Innovation Strategy comes at a time when many significant changes are taking place around the world. The world population is currently over 7 billion. Approximately half of the population is using modern technology, including information and communication technology. The life of many human beings is therefore undergoing rapid transformation. In Kenya the population has grown from about 8.6 million at independence to about 38.5 million at the last census in 2009. The unemployment rate has increased from 12.70 in 2006 to 39.1 in 2017 (United Nations in the Human Development Index (HDI) 2017 report). Life expectancy has increased from 51 years to 63.4 years.

The Constitution of Kenya, 2010 introduced a more complex governance structure, hinged on devolution and public participation. The Kenyan economy is one of the fast growing in the region and the world, and the country is now ranked among the lower middle income nations. Application of modern technology has become widespread, with majority of citizens using mobile phones for business, e-Government and leisure. Most importantly, the expectations of citizens are rising. Kenyans expect the Government to be responsive, provide comprehensive, cost-effective, quick and transparent services. The Public Service therefore, must continuously broaden and enhance services in order

to satisfy an increasingly sophisticated clientele. This requires an ever innovating Public Service.

While the Kenyan Public Service has demonstrated capacity to innovate, such as in the development of the Integrated Personnel Payroll Database (IPPD); Huduma Kenya Centres; DEFKITCH (k) – 2012; Baseball for Socio-Economic Transformation; Integrated Financial Management Information System (IFMIS); i-Tax system, these innovation have been unstructured and sporadic due to lack of a policy or strategy to guide the process.

A Public Service Delivery Innovation Strategy will therefore, provide a framework for systematic innovation and facilitate public servants to tap new ideas and adopt best practice. The Strategy will also entrench an innovation culture and harness existing potential for service delivery innovation. The innovation strategy will provide a national framework and the foundation for achievement of quality, responsive, cost effective and timely services to citizens. The Strategy will facilitate the Public Sector to create an enabling environment where innovative service delivery shall flourish.

1.3 Objectives of the Strategy

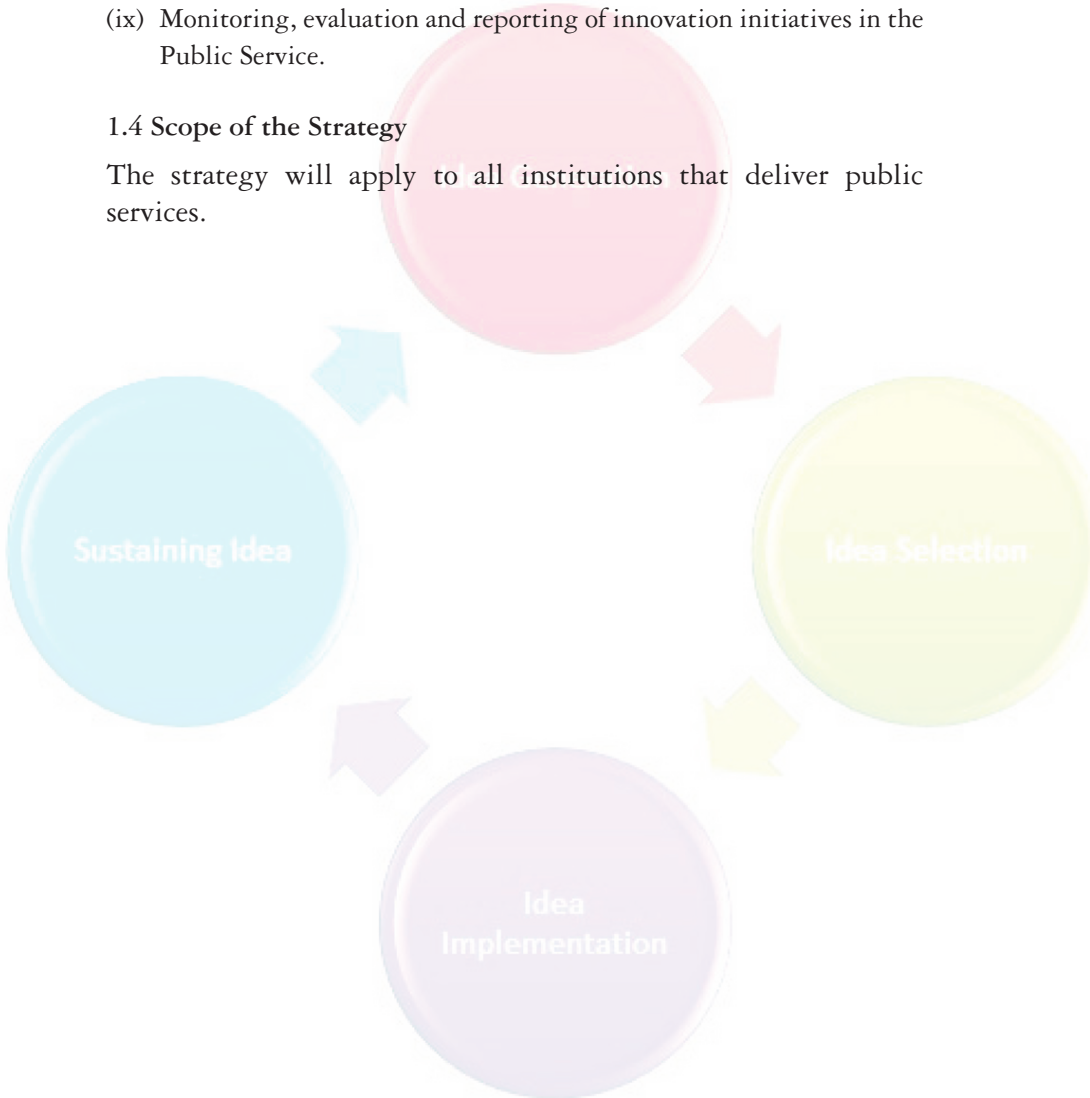
This strategy is designed to guide leadership and management of service delivery innovations in the Public Service. Specifically, the strategy will provide a framework for:

- (i) Building the capacity of public servants to address emerging challenges;
- (ii) Systematic and the whole-of-Government approach to innovation;
- (iii) Sharing results and diffusion of trials into general practice;
- (iv) Establishment of mechanisms for identification, harnessing, recognition of creative ideas and promotion of a culture of innovation;
- (v) Partnership, collaboration, networking and synergy in public service innovation;
- (vi) Recognition and reward to innovators;

- (vii) Replication;
- (viii) Research and sustainability; and
- (ix) Monitoring, evaluation and reporting of innovation initiatives in the Public Service.

1.4 Scope of the Strategy

The strategy will apply to all institutions that deliver public services.



SECTION TWO STRATEGIC ISSUES

2.1 Preamble

This Section provides an outline of the issues in Public Service innovations that have implications on policy, the required strategic interventions, and the expected outcomes.

2.2 Culture of Innovation

The realization of thriving innovation in Public Service requires the establishment of a supportive public service culture. While significant public service innovation has been witnessed in Kenya in recent decades, a strong public service culture that can support thriving innovation is yet to emerge. Strong attachment to conventional bureaucratic practices and general averseness to risk, tend to discourage employees from developing innovative ideas and bringing these to the attention of decision-makers. Consequently, the present state of public service culture inhibits creativity, stifles change and forestalls entrenchment of innovation.

Therefore, a compelling case exists for urgent transformation of public service culture, to enhance its capability to encourage creativity, and make innovativeness part and parcel of public service.

Strategy

Public Service institutions will take measures to develop, nurture and entrench a culture of innovation in delivery of services.

Interventions

Public Service institutions will:

- (i) Build a supportive culture for innovation through encouragement of creativity, innovation and collaboration among staff;

-
- (ii) Develop training and sensitization programs that stimulate attitudinal change in favour of innovation;
 - (iii) Design systems for recognition and reward for employee contribution to innovation processes;
 - (iv) Encourage generation of ideas and experimentation as well as knowledge sharing and mentoring of staff;
 - (v) Create work environment with infrastructure, facilities and programs that maximise creativity of employees and encourage innovation;
 - (vi) Mainstream innovation in strategic plans;
 - (vii) Provide incentives to staff including time, authority and resources to facilitate development of innovative solutions;
 - (viii) Develop systems to facilitate identification and redress of systemic impediments to service delivery innovations;
 - (ix) Promote in-house culture that facilitates learning and innovation;
 - (x) Brand and promote local innovations in service delivery;and
 - (xi) Use an appropriate innovation toolkit to guide the innovation process (see Appendix 2).

Outcome

A strong culture of service delivery innovation in the Public Service.

2.3 Partnership and Collaboration

Partnerships and collaborations play a critical role in the implementation of service delivery innovations. However, public service institutions innovate in isolation with little collaboration with other institutions. This situation transcends all public institutions including academic and research institutions, which ironically are custodians and generators of new knowledge. This presents a major hindrance to the development and implementation of innovative approaches to service delivery.

Strategy

Public Service institutions will forge partnerships, enhance collaboration and networking to realize synergistic benefit in the implementation of service delivery innovations.

Interventions

Public Service institutions will: -

- (i) Identify competent, interested and motivated partners;
- (ii) Establish and support collaborative partnerships in the implementation of service delivery innovations;
- (iii) Build formal and informal communities of practice and networks for sharing experiences on public service delivery innovations and learning from each other; and
- (iv) Encourage women, youth and persons living with disabilities to develop innovations that address gaps in public service delivery.

Outcome

Synergy in public service innovation.

2.4 Recognition and Awards

Recognition and appreciation are strong basic human desires, which when adequately met, can play a critical role in motivating public servants to innovate. Public forums that are designed to celebrate innovation successes go a long way to encourage a sustained innovation tempo in the Public Service. Furthermore, the culture of publicly recognizing, rewarding and celebrating innovation successes will facilitate learning among public service institutions.

Kenyan Public Service however, needs to cultivate and institutionalize a culture that continually identifies, recognizes, rewards and celebrates institutions or individual officers, who generate new ideas

for application in public service delivery. Further, there is need for clear guidelines with regard to apportioning intellectual property rights in situations where individual public servants innovate within the organizations in which they work. This will encourage public servants to direct their efforts, energy and commitment in seeking innovative approaches to service delivery.

Strategy

Public service institutions will institutionalize a scheme to recognize, award and celebrate the development and application of outstanding innovative approaches to public service delivery.

Interventions

The Ministry responsible for Public Service, working with the relevant Government agencies responsible for the promotion of innovations will:

- (i) Institutionalize a flexible national scheme to recognize and reward efforts of innovative individuals, teams and agencies;
- (ii) Hold annual innovation awards and annual conferences to share experiences, reward and celebrate outstanding achievement in public service delivery innovation;
- (iii) Develop special schemes to recognize and reward women, youth and persons living with disabilities who develop innovations that address gaps in public service delivery; and
- (iv) Publish and publicize public service delivery innovations and innovators.

Outcome

Public servants motivated to excel in service delivery innovations.

2.5 Protection of Intellectual Property

Intellectual property ensures the protection of innovators and innovations for the benefit of the individual, institutions and the country. A baseline survey on service delivery innovations conducted in 2015, indicated that the process of obtaining intellectual property rights as individuals in the Public Service is complex, expensive, lengthy and tends to discourage innovators. This was partly attributed to the low levels of awareness of the process and the need to secure intellectual property rights. The Survey revealed that where there is awareness and institutional support, innovators are able to acquire intellectual property rights and reap benefits. Further, the Survey revealed a need for guidelines regarding ownership rights and rewards, arising from innovations originated by individual public servants as they go about their duties in public service institutions.

Sustaining Idea Strategy

Public Service institutions will develop mechanisms for facilitating acquisition of intellectual property rights.

Idea Selection

Interventions

Public Service institutions will:

- (i) Work with relevant Intellectual Property institutions to simplify the process of securing Intellectual Property Rights (IPRs);
- (ii) Develop programmes to educate and create awareness among staff on laws, regulations and procedures governing patents, trademarks and IPRs;
- (iii) Educate and create awareness among staff on laws governing patents, trademarks and IPRs and continually train and sensitize innovators on IPRs;
- (iv) Work with relevant bodies such as Kenya Industrial Property Institute (KIPI), Kenya Copyright Board (KECOBO), Kenya

National Innovation Agency (KENIA) among others, to assist innovators acquire IPRs; and

- (v) Develop guidelines for management of IPRs and provide a structure for managing internal and external knowledge.

Outcome

The intellectual property rights of every successful innovation in the Public Service have been secured.

2.6 Leadership

Successful inculcation of a culture of innovation requires the commitment of high level leadership that has capacity to prioritize innovation and set the pace for recognition and reward. Developing and embedding innovation in public service culture is admittedly one of the most complex programs in Public Service. It is most complicated to achieve as it deals with the human mind and its capacity to think creatively. Its enforceability appears unrealizable as it defies regular methods of ensuring compliance. Leadership is necessary to encourage the generation, adoption and implementation of new ideas and allow staff a free hand to work in innovative ways.

Strategy

Public Service institutions will develop leadership programmes to facilitate orientation toward innovation.

Intervention

Public Service institutions will:

- (i) Build the capacity of leadership to develop commitment to innovation and support service delivery innovations;
- (ii) Prioritize innovation among the parameters in assessment of

leadership style, staff recruitment and performance management systems;

- (iii) Set up a system for annual reporting of innovation performance;
- (iv) Support communities of practice within and across agencies;
- (v) Encourage teamwork approach to solve problems creatively within and across agencies including external stakeholders;
- (vi) Facilitate receptiveness to new ideas and influences through exchange programs for staff; and
- (vii) Designate innovation champions for projects or issues.

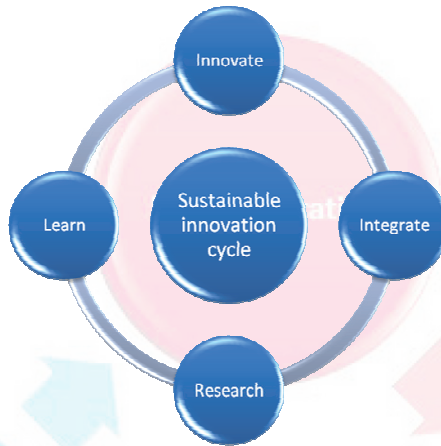
Outcomes

Leadership that is supportive of service delivery innovations in the Public Service.

2.7 Research and Sustainability

The physical environment, culture, technology and economic status of different parts of the world are experiencing a period of rapid change. Innovation is an essential tool to assist society thrive through periods of change. Research will help the Public Service to understand the environment and design innovative interventions to cope with new situations. Innovation in itself, is not an end; it must be possible to hone innovations into sustainable products and systems which are part of the everyday operations of Public Service institutions. Some of these innovations may also be commercialized. Furthermore, the Strategy will create a virtuous cycle through which innovations integrate seamlessly into public service delivery, enable learning and the introduction of new and better innovations, as illustrated in Figure 1.

Figure 1: Sustainable Public Service Delivery Innovation Cycle



Strategy

Public service institutions will foster sustainability of innovations by investing in research and learning.

Key Interventions

Public Service institutions will:

- (i) Undertake regular baseline surveys to establish gaps in infrastructure, technology and skills;
- (i) Equip public servants with problem-solving skills and knowledge of the challenges faced by citizens and expose them to innovative public service delivery solutions;
- (ii) Facilitate public servants who propose innovative solutions to solve public service challenges;
- (iii) Facilitate pilot implementation of promising public service delivery innovations;
- (iv) Pass fledgling public service delivery innovations through a feasibility study and quality assurance process to select the most sustainable innovations for full implementation;

- (v) Integrate selected innovations in the institution by ensuring that they are included in the institutional strategic, implementation and operational plans and budget, performance management framework, training and staff development activities and communication activities;
- (vi) Motivate and facilitate research into the process and products of innovation in order to build the body of knowledge that helps organizations to foster an innovation culture, select the best innovations and help these innovations to survive in a globally competitive environment;
- (vii) Learn from the research what needs to be retained, what needs to be changed and what new public service delivery innovations can be developed in order to continuously improve the public service;
- (viii) Develop systems to recognize and commercialize suitable public service innovations; and
- (ix) Partner with academia to study and share innovative learning on public service delivery innovations.

Outcome

- (i) Successful and sustainable public service innovations that can stand the test of time.
- (ii) Active research that yields a body of knowledge that supports public service innovations.

2.8 Capacity Building

Innovation requires continuous learning to enable employees discern changes in their work environment and design innovative approaches to respond to the changes. Inadequate learning opportunities for innovation lead to low levels of creativity among employees. Currently, new technology is frequently introduced into the workplace to facilitate work and learning. Insufficient technological skills among employees is bound to impede their ability to take advantage of technological advances to learn and

generate new innovative ideas.

Strategy

Public Service institutions will develop and implement employee capacity building programmes to facilitate and manage service delivery innovations.

Interventions

Public Service Institutions will:

- (i) Undertake capacity building initiatives to continuously upgrade employee knowledge and skills to innovate; and
- (ii) Facilitate participation in international, continental, regional and local public service innovations events for exposure.

Outcome

A large number of successful innovations produced by employees.

2.9 Replication

Replication is one way of sharing best practices and successful innovations in relevant situations, thus expanding the benefits and impacts of innovations across the Public Service.

Replication of service delivery innovations has however been hampered by slow uptake of innovation; silo approach in development and implementation of innovation; fear of losing intellectual property rights; and absence of a one-stop data shop to facilitate access to information on existing innovations.

Strategy

Public Service institutions will establish systems and mechanisms of sharing information on innovations to enable replication of best practices.

Interventions

Public Service institutions will:

- (i) Collaborate and partner in development, implementation and replication of innovation;
- (ii) Document and anchor successful innovations in one-stop innovation center;
- (iii) Organize regular forums to foster sharing and replication of public service delivery innovations; and
- (iv) Establish Communities of Practice (CoP) within and across agencies to foster collaborative innovation.

Outcome

Enhanced uptake of service delivery innovations.

2.10 Resource Mobilization

Innovation requires resources to transform new ideas into services and products to improve service delivery for the citizenry. In the early state of innovation, process uncertainty prevails both technologically and economically, making it difficult to objectively have a consensus or demonstrate that a new idea will succeed and translate to service delivery innovation. Finding acceptance within the Medium Term Fiscal Framework (MTFF) is therefore challenging, as it cannot be immediately demonstrated that prioritizing the innovation would scale up the levels of service delivery in either economic investment, social infrastructure, employment creation opportunities, rapid economic growth or sustainable macro-economic stability. The MTFF however, must provide the basis for prioritizing expenditure on service delivery innovation, if the country service delivery is to be transformed to realize the middle income economy status as outlined in the Vision 2030.

Strategy

Public Service institutions will develop and operationalize a mechanism for mobilizing and providing adequate budgetary support for identifying, delivering, and publicizing service delivery innovations in the Public Service.

Interventions

Public Service institutions will:

- (i) Ensure service delivery innovation is prioritized in the National Budget by:
 - (a) Aligning the service delivery innovations to the identified five broad pillars in the MTFF and subsequent adjustments; and
 - (b) Focusing on service delivery innovations that seek to enhance efficiency, effectiveness and encourage accountability and transparency while highlighting key outputs and outcomes that are specific, measurable, achievable, realistic and time bound (SMART).
- (ii) Develop strategy for resource mobilization for service delivery innovation, which will indicate national; public-public, public-private collaborative financing; and bilateral and multilateral partnership, and work in partnerships to pool resources for implementation of innovative ideas;
- (iii) Mainstream innovation in the Budgetary System and establish a budget line for service delivery innovations and research including establishment of a specific fund for supporting innovations; and
- (iv) Ring-fence funding for research and public service delivery innovations.

Outcome

Adequate funding for Public Service innovations.

2.11 Information and Knowledge Management

Harnessing of data and information on existing innovations is a key factor in knowledge management for promoting and replicating innovations. Documentation of service delivery innovations is important in facilitating knowledge sharing and learning across the Public Service.

Proper Information, Communication and Knowledge Management (ICKM) systems should be developed to create a one-stop data shop on existing innovations. The data shop would serve as a repository for records of all the service delivery innovations and innovators, paving way for development of idea pipeline, incubations, pilot testing of the ideas and implementation. This would also address systemic duplication of effort.

Strategy

Public Service institutions will embrace information, communication and knowledge management by documenting innovations and the innovators and sharing information on innovations.

Interventions

Public Service institutions will:

- (i) Develop mechanisms for collecting information on innovations and innovators, documenting, organizing, sharing or disseminating it to stakeholders to facilitate benchmarking on best practices;
- (ii) Establish both virtual and physical ICKM sharing platforms; and
- (iii) Deposit existing and emerging service delivery innovations in the one-stop shop public service delivery innovations center.

Outcome

A repository of innovations for improved sharing and benchmarking.

SECTION THREE: INSTITUTIONAL FRAMEWORK

3.1 Preamble

This Section of the Strategy document presents the institutional framework for mainstreaming service delivery innovation in the Public Service.

The institutions that shall play a leading role in the implementation of this Strategy are the National and County Government Coordinating Summit; Cabinet; the Ministry responsible for the Public Service; Inter-Governmental Public Service Forum; Ministries, Departments and Agencies; Centre for Public Service Innovation; Intellectual Property institutions; Kenya School of Government; Inter-Agency Committee on Innovation in Public Service Delivery; and the Council of Governors Innovations Committee.

3.2 National and County Government Coordinating Summit

The Summit will:

- (i) Provide strategic leadership in mainstreaming of public service delivery innovation in National and County Governments;
- (ii) Establish Governance solutions for implementation of public service delivery innovation;
- (iii) Champion a culture of service delivery innovations in the National and County Governments.
- (iv) Receive status reports on implementation of the Public Service Innovation Strategy. The reports will outline emerging innovations, recognition and awards, and impact assessment.

3.3 Cabinet

The Cabinet will:

- (i) Provide a policy direction on public service delivery innovation; and
- (ii) Facilitate enactment of any required legislation on public service delivery innovation.

3.4 Ministry Responsible for Public Service

The Ministry will:

- (i) Develop and review policy on public service delivery innovation;
- (ii) Develop guidelines for implementation of this Strategy;
- (iii) Coordinate implementation of the Policy and this Strategy;
- (iv) Receive feedback on implementation of public service delivery innovation and report to Cabinet and Summit;
- (v) Monitor and Evaluate implementation of this Strategy;
- (vi) Monitor and evaluate implementation of the Policy;
- (vii) Establish the Public Service Innovation center;and
- (viii) Promote awareness on intellectual property protection in liaison with intellectual property institutions.

3.5 Inter-Agency Committee on Innovation in Public Service Delivery

The Committee will:

- (i) Oversee development, implementation and review of this Strategy;
- (ii) Spearhead development of mechanisms for promoting innovation in service delivery for transformation of the Public Service;
- (iii) Advise on appropriate programmes for inculcating the culture of innovation in service delivery;
- (iv) Advise on leveraging service delivery innovation to foster Public Service transformation;
- (v) Guide the establishment of innovation networks, partnerships and a reward system for service delivery innovations;

- (vi) Oversee monitoring, evaluation, replication and impact assessment of service delivery innovations;
- (vii) Review and report on progress made in inculcating and mainstreaming a culture of innovation in the Public Service;and
- (viii) Address challenges in public service delivery innovation.

3.6 Inter-Governmental Public Service Forum

The Forum will:-

- (i) Provide a Framework for consultation between national and county governments on matters of public service delivery innovation;
- (ii) Provide a platform for development of common norms and standards to be applied across the public service, both at national and county level;
- (iii) Agree on monitoring, evaluation and reporting mechanisms on implementation of service delivery innovations across the public service; and
- (iv) To provide a platform for dialogue and engagement of stakeholders.

3.7 Council of Governors Innovations Committee

The Committee will:

- (i) Develop a framework for implementation of policy and strategy for public service delivery innovation in the Counties;
- (ii) Establish systems and mechanisms for promotion and leveraging service delivery innovation to foster Public Service transformation in Counties;and
- (iii) Promote inter-County collaboration and consultation in service delivery innovation and sharing of best practice and lessons learnt.

3.8 Centre for Public Service Delivery Innovations

The Centre will:

- (i) Collaborate with different sectors in setting public service innovation goals;

- (ii) Develop effective model for protection of IPRs;
- (iii) Promote collaboration in research for public service innovations;
- (iv) Coordinate and support public service institutions in local and international recognition and awards;
- (v) Document, publish and share information and knowledge to stimulate and support public service delivery innovation; and
- (vi) Define and classify public service delivery innovation.

3.9 Ministries, Departments, Counties and Agencies (MDCAs)

MDCAs will:

- (i) Incorporate public service delivery innovation in codes of conduct, citizen service delivery charters, performance contracts, and staff performance appraisal;
- (ii) Provide resources and enabling environment to facilitate staff to innovate;
- (iii) Identify and address impediments to innovation;
- (iv) Foster sharing of experiences, collaboration and partnerships in public service innovation;
- (v) Implement recognition and award schemes to encourage innovation;
- (vi) Establish an internal specialized function on service delivery innovation;
- (vii) Implement systems, structures, programs and guidelines for the promotion of public service delivery innovation; and
- (viii) Provide continuous training and create awareness on public service delivery innovation.

3.10 Intellectual Property Institutions

Intellectual Property Institutions will:

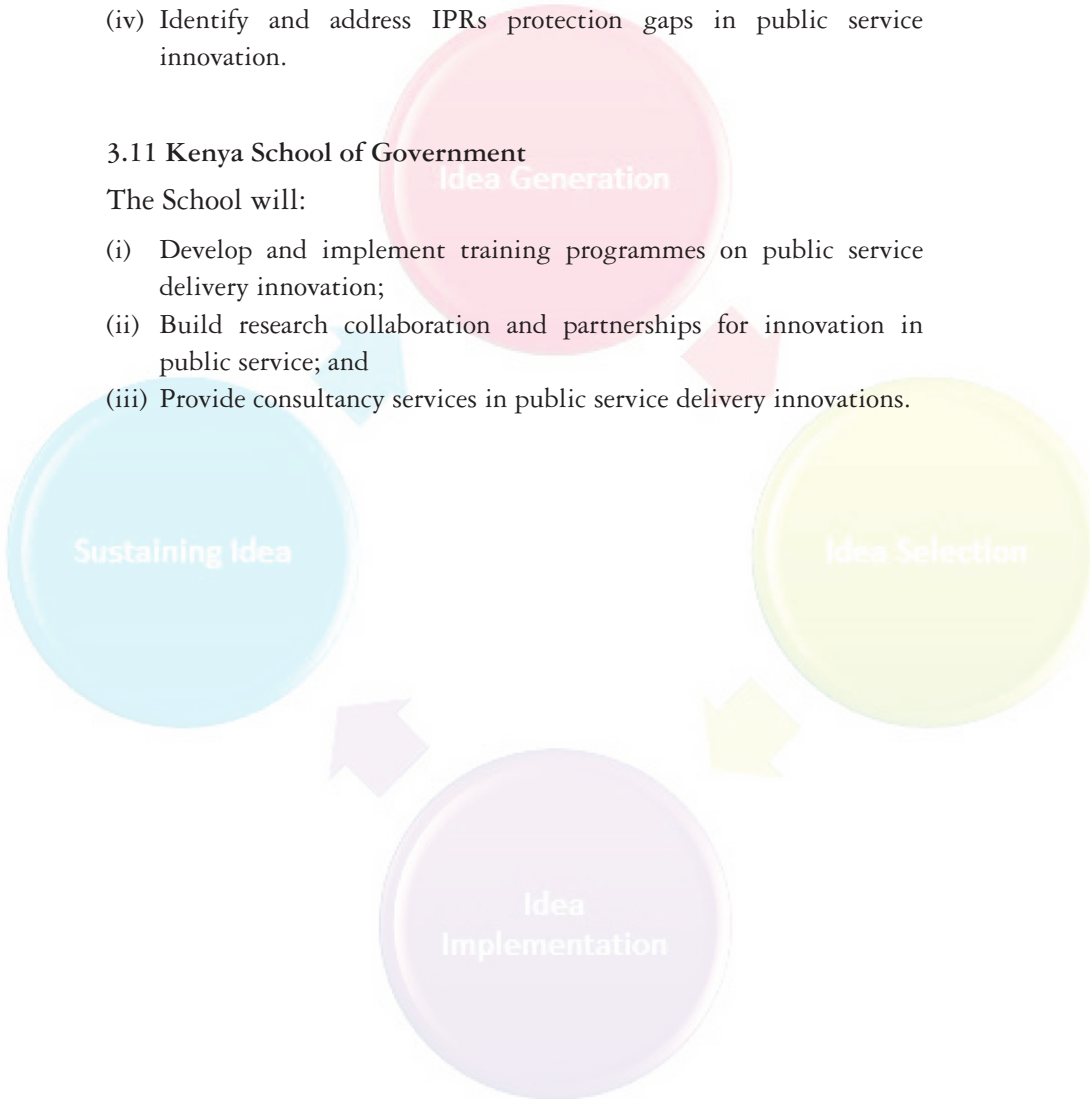
- (i) Create awareness on intellectual property rights;
- (ii) Secure intellectual property protection for public service delivery innovation;

- (iii) Advise on management and utilization of IPRs among stakeholders; and
- (iv) Identify and address IPRs protection gaps in public service innovation.

3.11 Kenya School of Government

The School will:

- (i) Develop and implement training programmes on public service delivery innovation;
- (ii) Build research collaboration and partnerships for innovation in public service; and
- (iii) Provide consultancy services in public service delivery innovations.



SECTION FOUR MONITORING, EVALUATION AND REPORTING

4.1 Preamble

This Section presents the requirements and methodology for tracking progress of implementation of the Strategy and measuring and reporting achievement in Public Service Delivery Innovation. The process will enable learning, performance review and communication.

4.2 Monitoring

Each public service institution will collect data on implementation on each strategic issue and related interventions on a quarterly basis. The Monitoring, Evaluation and Reporting (MER) framework is provided in Appendix 3 to guide the process. The qualitative and quantitative indicators specified in the table in the MER Implementation Framework will form the basis for data collection. The Framework is based on budget, process, output and outcome related indicators.

4.3 Evaluation

Each public service institution will set annual targets based on each innovation indicator specified in the MER Framework. These innovation targets will be compared with the actual achievement on quarterly basis, and the difference recorded.

Quantitative and qualitative data will be analyzed to reveal any innovation challenges or opportunities for further innovation or exploitation of the products of innovation. Any lessons learned will be documented, submitted to the Centre for Public Service

Innovation and disseminated to institutions to strengthen their innovation activities.

The analysis should reveal soft information and trends, and measure the human impact of the public service delivery innovations.

4.4 Reporting

All public service institutions will prepare annual reports that include data collected each quarter, analysis of the results and a record of lessons learnt. Copies of each report will be deposited at the Centre for Public Service Innovation. The reports will be submitted to the Ministry, to enable preparation of the National Annual Report on the State of Public Service Innovation in Kenya. The Ministry may select some outstanding innovations for further documentation. Separate reports will be prepared by the implementing institutions upon request.

The report produced by the Ministry will be submitted to the Cabinet and the National and County Government Coordinating Summit. Reports may be purchased by libraries, research institutions, bookshops and individuals.



Idea Generation

Sustaining Ideas

Idea Selection

Idea
Implementation

SECTION FIVE STRATEGY ASSUMPTIONS AND RISK ASSESSMENT

5.1 Preamble

This Section highlights the underlying assumptions and risks in the implementation of the Strategy on public service delivery innovation. In addition the section proposes measures to mitigate the identified risk.

5.2 Strategy Assumptions

This Strategy assumes that:

- (i) The existing legislative framework will facilitate implementation of this Strategy;
- (ii) Where necessary, legislation will be reviewed and amended, or new legislation enacted to facilitate evolving public service delivery innovation;
- (iii) Existing and new policies will be harmonized with this Strategy;
- (iv) Existing codes of conduct for public officers will be reviewed to provide for mainstreaming of the Strategy on public service delivery innovations;
- (v) New codes of conduct for public servants will be consistent with the provisions of the Strategy on public service delivery innovations;
- (vi) Institutional core values and service charters will be revised or developed to align with this Strategy; and,
- (vii) Adequate resources will be availed for the implementation of this Strategy.
- (viii) ICT infrastructure in place is adequate and will be used.

5.3 Risk Assessment

This Strategy recognizes the following risks:

- (i) Rejection or delayed buy-in of this Strategy;
- (ii) Inadequate budgetary allocation for implementation of this Strategy; and
- (iii) Unsuccessful innovations that may undermine public confidence and support for the Strategy.
- (iv) Inadequate ICT and related infrastructure and poor uptake of technology.

5.4 Risk Mitigation

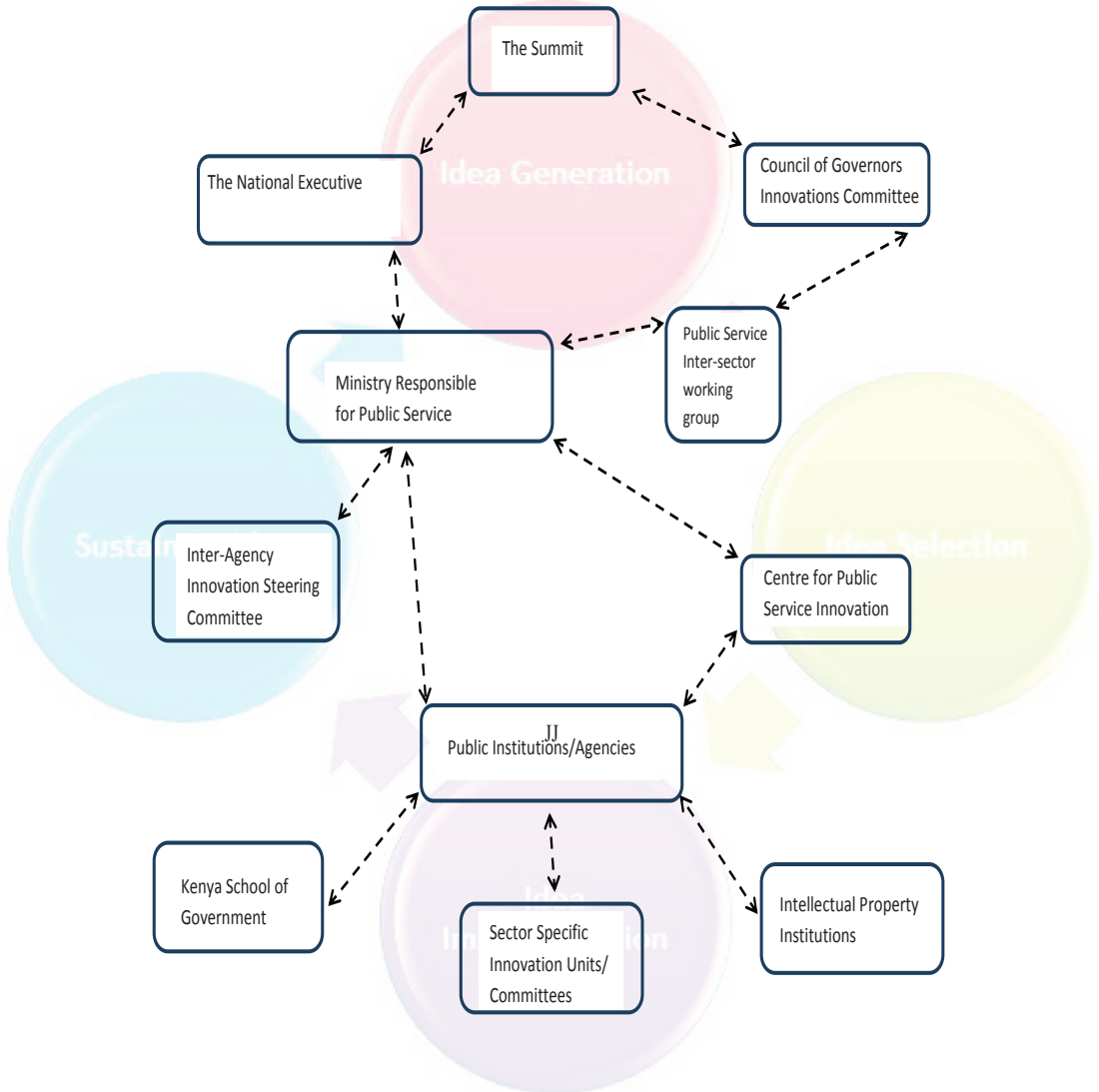
The risks identified in this Strategy may be mitigated through:

- (i) Extensive stakeholder engagement at all stages of the Strategy development and implementation;
- (ii) Recruitment of champions at all levels to promote the benefits of public service innovation;
- (iii) Quantifying and demonstrating the benefits of public service innovation including cost saving to attract budgetary support;
- (iv) Collaborate with partners to identify and address the gaps in infrastructure, technology and skills; and
- (v) Designing a transparent and effective system for evaluation and selection of innovations for successful implementation.

5.5 Review of the Strategy

This Strategy shall be reviewed every five (5) years to address the ever-changing innovation environment. An ad hoc review may be undertaken when necessary.

APPENDIX I - INSTITUTIONAL FRAMEWORK FOR PUBLIC SERVICE DELIVERY INNOVATION STRATEGY



APPENDIX II - PUBLIC SERVICE INNOVATION TOOLKIT

A: DIAGNOSTIC TOOLS - IDENTIFYING AREAS THAT NEED ATTENTION ACROSS THE INNOVATION PHASES

	Agree	Partially agree	Do not agree	Phase
Our organization makes it easy for people to put new ideas up the line.	1	2	3	Generation
My job allows me to come up with new ideas.	1	2	3	
I am encouraged to look for and listen to ideas outside my team (including outside the organization).	1	2	3	
I know how innovation fits within my organization's strategy and vision.	1	2	3	
I know who can help me develop and take it forward.	1	2	3	
Our organization communicates clearly why some ideas are implemented and others are not.	1	2	3	
I receive timely feedback on my ideas	1	2	3	Selection
I receive constructive feedback on my ideas	1	2	3	
We consider the views of stakeholders and citizens in choosing ideas for further investigation.	1	2	3	
Our processes for getting new ideas approved are supportive.	1	2	3	
We are not averse to risk when considering new ideas that we could invest in.	1	2	3	
My organization is prepared to pilot and trial new ideas.	1	2	3	
I get the support I need to manage new projects or ideas.	1	2	3	
My organization is good at developing risky innovative ideas.	1	2	3	

	Agree	Partially agree	Do not agree	Phase	
My organization is good at managing risky innovative ideas.	1	2	3	Sustaining	
My organization has put in place enabling systems and structures to facilitate generation of ideas	1	2	3		
My organization has enabling systems of communication	1	2	3		
My organization has defined communication channels and systems	1	2	3		
My organization has defined processes of channeling ideas	1	2	3		
We collaborate with others in implementing new ideas and projects.	1	2	3		
We clearly communicate the potential risks and benefits of innovative projects.	1	2	3		
My organization regularly embeds good ideas into its core business.	1	2	3		
I receive the training needed to incorporate innovations into my job.	1	2	3		
My organization does not dismiss people and factors that threaten our innovative ideas, but openly engages with them.	1	2	3		
We have a culture of monitoring innovation and evaluation.	1	2	3		
We celebrate our successes in innovation and learn from everything we do.	1	2	3		
We recognize people for their good ideas.	1	2	3		Diffusion
We share our ideas and encourage their reuse (replication).	1	2	3		
I am supported in sharing lessons from unsuccessful innovations.	1	2	3		
Innovations from our organization are often adopted by other organizations.	1	2	3		
My organization encourages staff mobility to help spread knowledge.	1	2	3		

B. INNOVATION PHASES AND THE TOOLS TO SUPPORT THEM

	Generation	Selection	Implementation	Sustaining	Diffusion
Strategy	•	•	•	•	•
Environmental scanning	•	•	•	•	•
Innovation roles	•	•	•	•	•
People and training	•	•	•	•	•
Resources	•	•	•	•	•
Innovation teams		•	•	•	•
Innovation values	•	•	•	•	•
Competitions and prizes	•	•	•	•	•
Innovation markets	•	•			
Calling for ideas	•	•			
Ideas management systems	•	•	•	•	•
Innovation jams	•	•			
Innovation tournaments	•	•			
Mechanisms of challenge	•	•	•	•	•
Engagement and collaboration	•	•	•	•	
Experimental spaces	•	•			•
Procurement and outsourced services	•	•	•	•	•
Idea selection		•			
Emphasizing Uncertainty (Risk Management)	•	•	•	•	•
Stage-gate systems		•	•		
Pilots and trials		•	•		
Early wins			•	•	
Sustaining innovations	•	•	•	•	•
Measuring & reporting			•	•	•
Evaluation				•	•
Promotion				•	•
Awards	•	•	•	•	•

APPENDIX III - MONITORING, EVALUATION AND REPORTING FRAMEWORK

Strategic issue 1: Culture of Innovation

Strategic Objective: To nurture and entrench a culture of innovation in public service delivery through encouragement of creativity and provision of an enabling work environment.

Strategy	Intervention	Actors	Time frame	Indicators	Outcome
Take measures to develop, nurture and entrench a culture of innovation in delivery of services.	<ul style="list-style-type: none"> Build a supportive culture for innovation through encouragement of creativity, innovation and collaboration among staff; Design systems for recognition and reward of employee contribution to innovation processes; Encourage generation of ideas and experimentation as well as sharing of knowledge and mentoring of staff; Create work environment with infrastructure, facilities and programs that maximise creativity of employees and encourage innovation; Mainstream innovation in strategic plans; Provide incentives to staff including time, authority and resources to facilitate development of innovative solutions; Develop systems to facilitate identification and redress of systemic impediments to service delivery innovations 	<ul style="list-style-type: none"> Ministry for Public Service The National Treasury Countries MDAs 	Annual	<ul style="list-style-type: none"> Guidelines on recognition and reward of innovative individuals and institutions Number of employees rewarded Number of ideas generated and implemented 	A strong culture of service delivery innovation in the Public Service

Strategic issue 2: Partnership and Collaboration
Strategic Objective: To provide guidelines for partnership, collaboration and networking in the development and implementation of public service innovation projects and programmes.

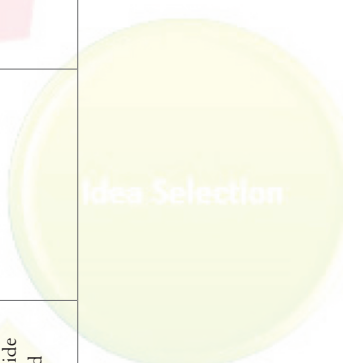
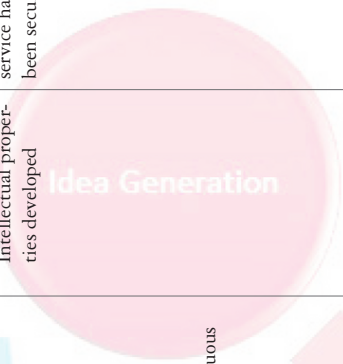
Strategy	Intervention	Actors	Time frame	Indicators	Outcome
Forge partnerships, enhance collaboration and networking to realize synergistic benefit in the implementation of service delivery innovations	<ul style="list-style-type: none"> • Identification of competent, interested and motivated partners; • Establish and support collaborative partnerships in the implementation of service delivery innovations • Build communities of practice and networks for purposes of sharing experiences on public service delivery innovations and learning from each other 	<ul style="list-style-type: none"> • Countries • MDAs 	Annual Annual Continuous	<ul style="list-style-type: none"> • Database for partners and collaborators • List of identified partners • Innovation champions identified 	Synergy in public service innovation

Strategic issue 3: Recognition and Awards
Strategic Objective: To provide a framework for recognising and rewarding innovative individuals and institutions.

Strategy	Intervention	Actors	Time frame	Indicators	Outcome
Institutionalize a scheme to recognize, award and celebrate the development and application of outstanding innovative approaches to public service delivery	<ul style="list-style-type: none"> • Institutionalize a national scheme to recognize, reward and celebrate outstanding achievement in public service delivery innovation; • Hold annual innovation awards and annual conferences to share experiences and reward the efforts of innovative individuals, teams and agencies; • Publish and publicize public service delivery innovations and innovators 	<ul style="list-style-type: none"> • Ministry for Public Service • Counties • MDAs 	Continuous Annual Annual	<ul style="list-style-type: none"> • Number of forums and conferences organised • Annual award ceremony held • Reports developed 	Public servants motivated to excel in service delivery innovations

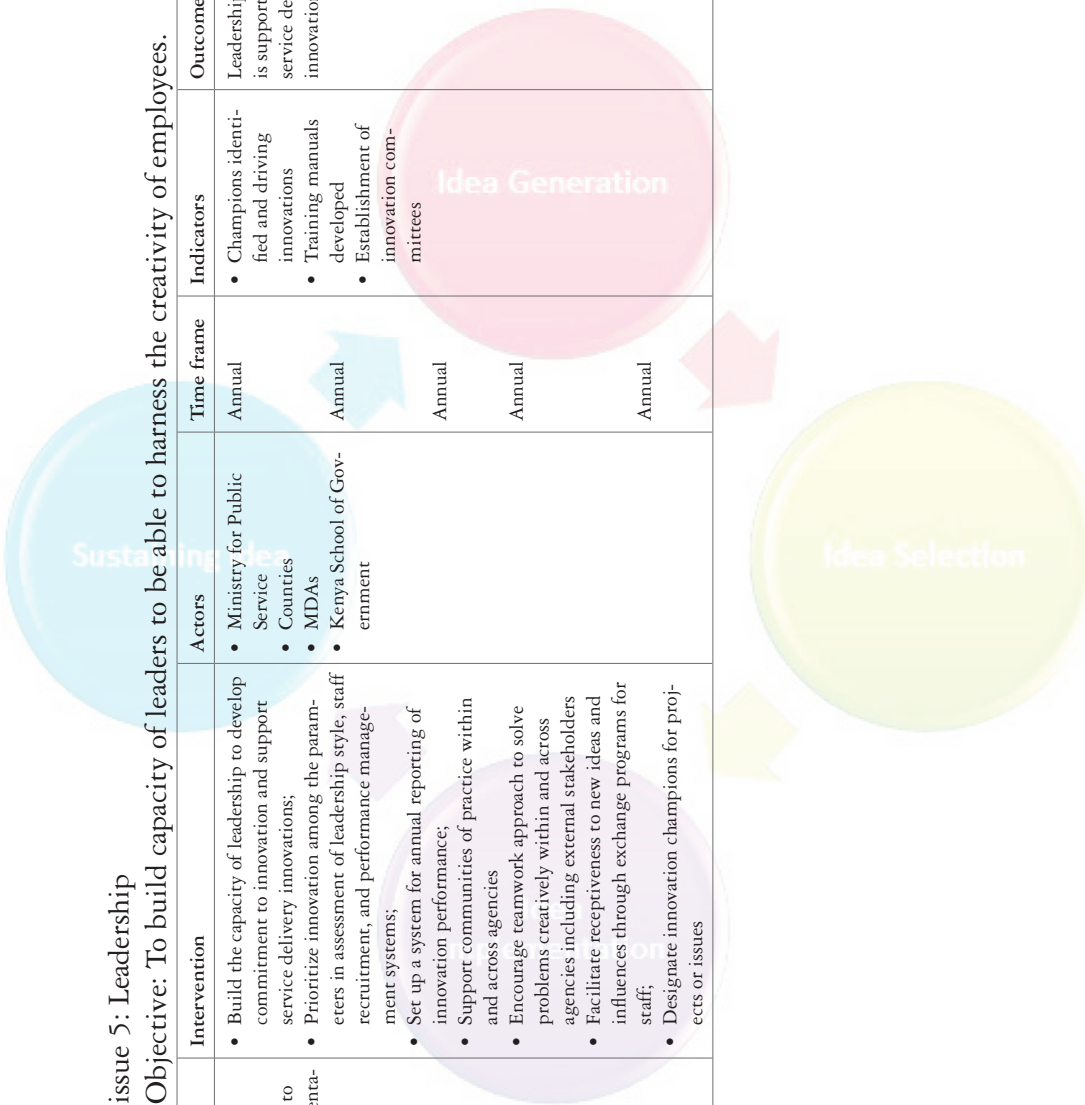
Strategic issue 4: Protection of Intellectual Property
 Strategic Objective: To provide guidelines for protecting intellectual property rights.

Strategy	Intervention	Actors	Time frame	Indicators	Outcome
Develop mechanisms for facilitating acquisition of intellectual property rights	<ul style="list-style-type: none"> Work with relevant Intellectual Property institutions to simplify the process of securing intellectual property rights; Develop programmes to educate/create awareness among staff on laws/regulations and procedures governing patents, trademarks and intellectual Property rights; Educate/create awareness among staff on laws governing patents, trademarks and intellectual Property rights and continually train and sensitize innovators on intellectual property rights Work with relevant bodies such as Kenya Industrial Property Institute (KIPI), Kenya Copyright Board (KECOBO), Kenya National Innovation Agency (KENIA) among others, to assist innovators acquire Intellectual Property Rights; Develop guidelines for management of intellectual property rights and provide a structure for managing internal and external knowledge 	<ul style="list-style-type: none"> Ministry for Public Service Counties KIPI 	December, 2017 Annual reviews Continuous	<ul style="list-style-type: none"> Number of patents, copyrights, trademarks registered Guidelines for management of Intellectual properties developed 	The intellectual property rights of every successful innovation in the public service have been secured



Strategic issue 5: Leadership
Strategic Objective: To build capacity of leaders to be able to harness the creativity of employees.

Strategy	Intervention	Actors	Time frame	Indicators	Outcome
Develop leadership programmes to facilitate orientation toward innovation	<ul style="list-style-type: none"> Build the capacity of leadership to develop commitment to innovation and support service delivery innovations; Prioritize innovation among the parameters in assessment of leadership style, staff recruitment, and performance management systems; Set up a system for annual reporting of innovation performance; Support communities of practice within and across agencies Encourage teamwork approach to solve problems creatively within and across agencies including external stakeholders Facilitate receptiveness to new ideas and influences through exchange programs for staff; Designate innovation champions for projects or issues 	<ul style="list-style-type: none"> Ministry for Public Service Counties MDAs Kenya School of Government 	Annual	<ul style="list-style-type: none"> Champions identified and driving innovations Training manuals developed Establishment of innovation committees 	Leadership that is supportive of service delivery innovations
			Annual		
			Annual		
			Annual		
			Annual		



Strategic issue 6: Research and Sustainability
 Strategic Objective: To sustain public service innovations through research and learning.

Strategy	Intervention	Actors	Time frame	Indicators	Outcome
Foster sustainability of innovations by investing in research and learning.	<ul style="list-style-type: none"> Equip public servants with problem-solving skills and knowledge of the challenges faced by citizens and expose them to innovative public service solutions Facilitate public servants who propose innovative solutions to solve public service challenges Facilitate pilot implementation of promising innovations; Pass fledgling innovations through a feasibility study and quality assurance process to select the most sustainable innovations for full implementation; Weave selected innovations into the fabric of the institution by ensuring that they are included in the institutional strategic, implementation and operational plans and budget, performance management framework; Motivate and facilitate research into the process and products of innovation in order to build the body of knowledge that helps organizations to foster an innovation culture, select the best innovations and help these innovations to survive in a globally-competitive environment; Learn from the research what needs to be retained, what needs to be changed and what new innovations can be developed in order to continuously improve the public service; Partner with academia to study and share innovative learning on public service delivery innovations. 	<ul style="list-style-type: none"> Ministry for Public Service Counties MDAs 	Annual	<ul style="list-style-type: none"> Research reports Number of staff exposed to benchmark tours and study tours Recognition awards 	<ul style="list-style-type: none"> Successful and sustainable public service innovations that can stand the test of time. Active research that yields a body of knowledge that supports public service innovations
			Continuous		
			Continuous		
			Continuous		

Strategic issue 7: Capacity Building

Strategic Objective: To provide employees with skills to facilitate and manage service delivery innovations.

Strategy	Intervention	Actors	Time frame	Indicators	Outcome
Develop and implement employee capacity building programmes to facilitate and manage service delivery innovations	<ul style="list-style-type: none"> Undertake capacity building initiatives to continuously upgrade employee knowledge and skills to innovate; Facilitate participation in international, continental, regional and local public service innovations events for exposure 	<ul style="list-style-type: none"> Ministry for Public Service Countries MDAs 	<p>Continuous</p> <p>Annual</p>	<ul style="list-style-type: none"> Number of workshops, training and benchmark tours organized Number of employees participating in international, continental, regional and local public service innovations events 	A large number of successful innovations produced by employees

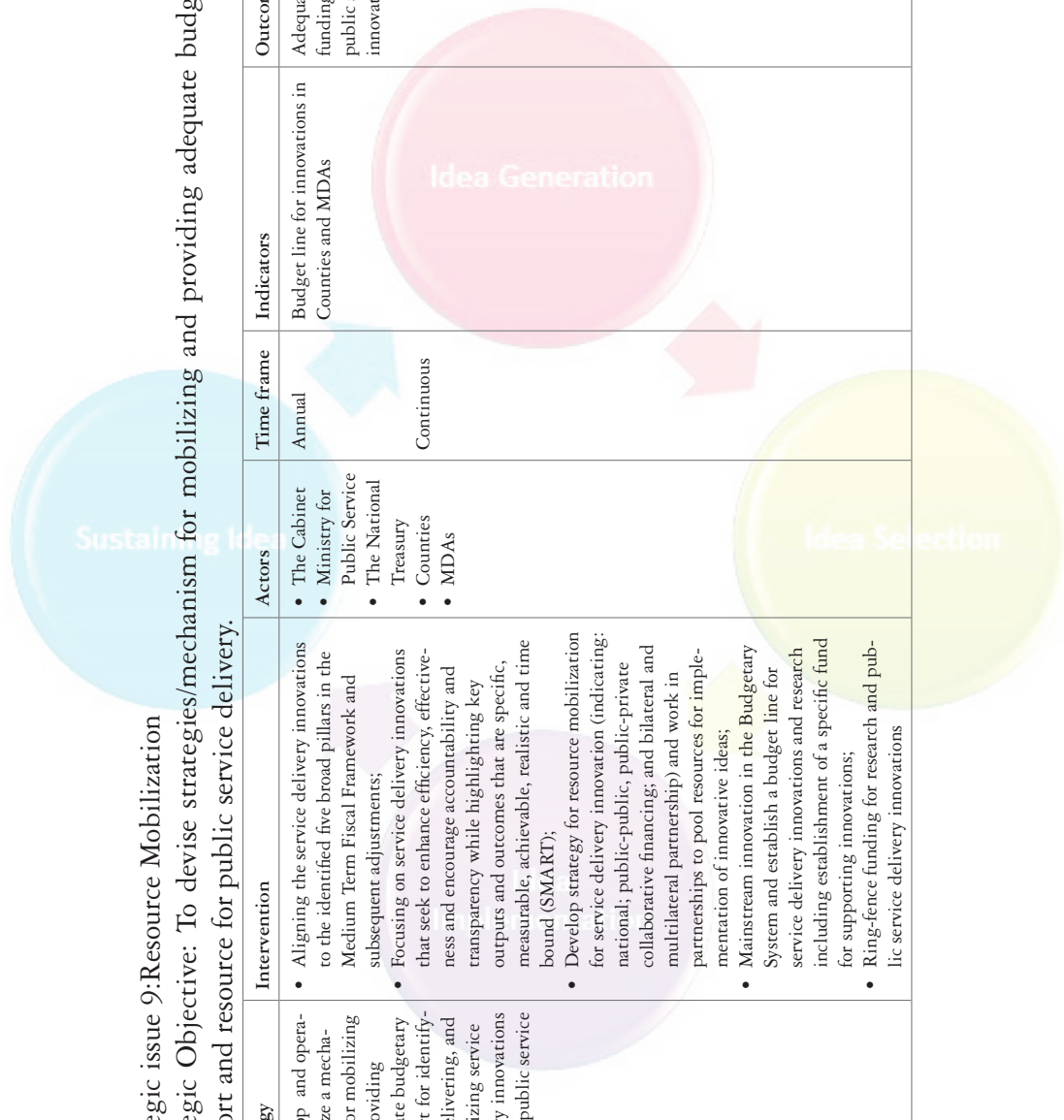
Strategic issue 8: Replication

Strategic Objective: To provide a one stop data shop on existing innovations to facilitate access to information on existing innovations.

Strategy	Intervention	Actors	Time frame	Indicators	Outcome
Establish systems and mechanisms of sharing information on innovations to enable replication of best practices	<ul style="list-style-type: none"> Collaborate and partner in development, implementation and replication of innovation; Document and anchor successful innovations in an Innovation Centre; Organize regular forums to foster sharing and replication of public service delivery innovations Establish Communities of Practice (CoP) within and across agencies to foster collaborative innovation. 	<ul style="list-style-type: none"> Ministry for Public Service Countries MDAs 	<p>Annual</p> <p>Continuous</p> <p>Continuous</p>		Enhanced uptake of service delivery innovations

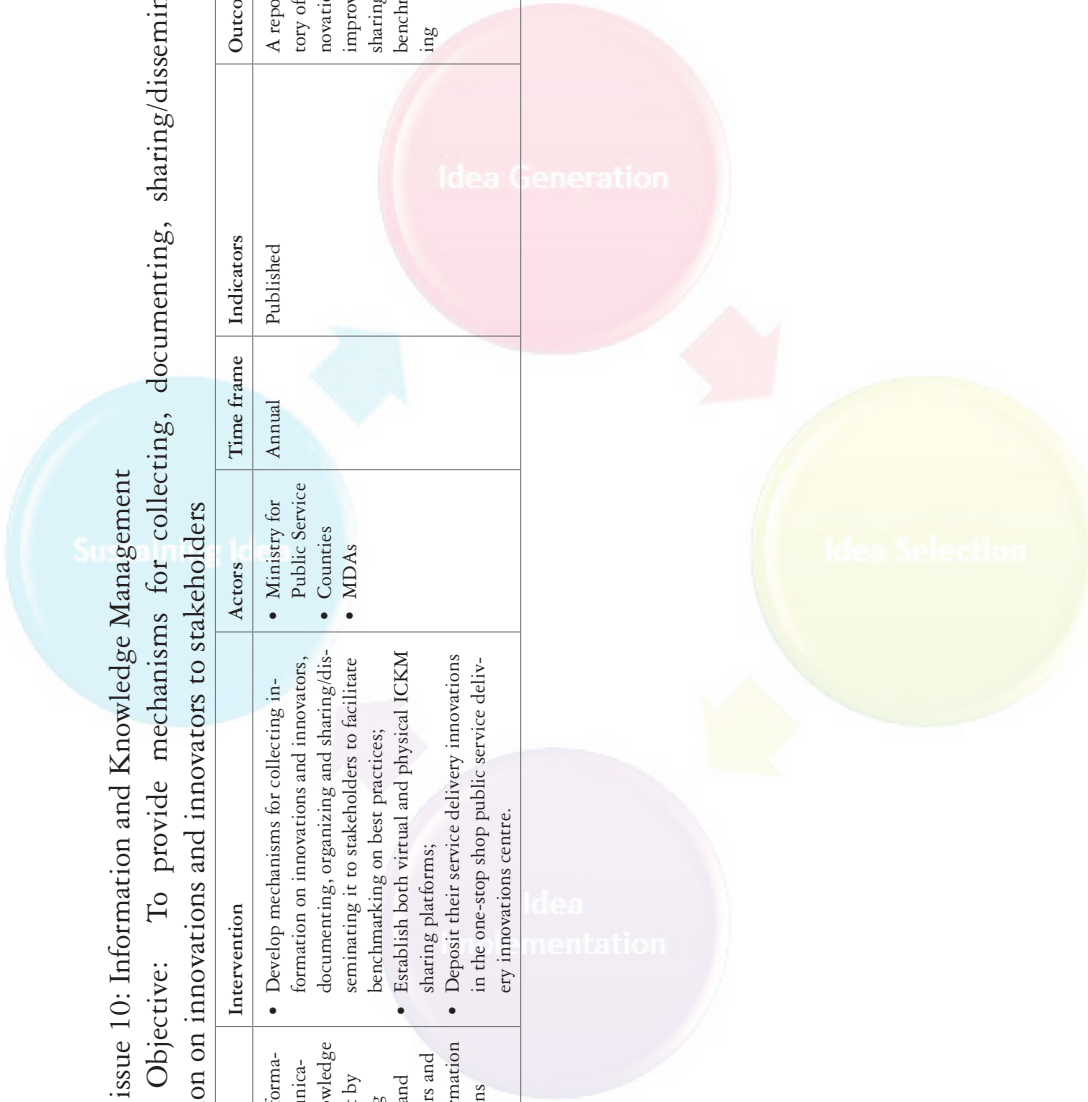
Strategic issue 9: Resource Mobilization
Strategic Objective: To devise strategies/mechanism for mobilizing and providing adequate budgetary support and resource for public service delivery.

Strategy	Intervention	Actors	Time frame	Indicators	Outcome
Develop and operationalize a mechanism for mobilizing and providing adequate budgetary support for identifying, delivering, and publicizing service delivery innovations in the public service	<ul style="list-style-type: none"> Aligning the service delivery innovations to the identified five broad pillars in the Medium Term Fiscal Framework and subsequent adjustments; Focusing on service delivery innovations that seek to enhance efficiency, effectiveness and encourage accountability and transparency while highlighting key outputs and outcomes that are specific, measurable, achievable, realistic and time bound (SMART); Develop strategy for resource mobilization for service delivery innovation (indicating: national; public-public, public-private collaborative financing; and bilateral and multilateral partnership) and work in partnerships to pool resources for implementation of innovative ideas; Mainstream innovation in the Budgetary System and establish a budget line for service delivery innovations and research including establishment of a specific fund for supporting innovations; Ring-fence funding for research and public service delivery innovations 	<ul style="list-style-type: none"> The Cabinet Ministry for Public Service The National Treasury Counties MDAs 	<p>Annual</p> <p>Continuous</p>	Budget line for innovations in Counties and MDAs	Adequate funding for public service innovations



Strategic issue 10: Information and Knowledge Management
Strategic Objective: To provide mechanisms for collecting, documenting, sharing/disseminating information on innovations and innovators to stakeholders

Strategy	Intervention	Actors	Time frame	Indicators	Outcome
Embrace information, communication and knowledge management by documenting innovations and the innovators and sharing information on innovations	<ul style="list-style-type: none"> Develop mechanisms for collecting information on innovations and innovators, documenting, organizing and sharing/disseminating it to stakeholders to facilitate benchmarking on best practices; Establish both virtual and physical ICKM sharing platforms; Deposit their service delivery innovations in the one-stop shop public service delivery innovations centre. 	<ul style="list-style-type: none"> Ministry for Public Service Counties MDAs 	Annual	Published	A repository of innovations for improved sharing and benchmarking





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