



**REPUBLIC OF KENYA**

**MINISTRY OF PUBLIC SERVICE, HUMAN CAPITAL DEVELOPMENT AND  
SPECIAL PROGRAMMES**

**PUBLIC SERVICE DELIVERY INNOVATION POLICY**

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## FOREWORD

Kenya's rapid growth as a lower middle-income economy is being driven by the widespread integration of modern technology across various sectors. With increasing citizen engagement in digital platforms, public expectations have evolved, demanding government services that are efficient, transparent, inclusive, and digitally enabled. In response, and in alignment with the Constitution of Kenya 2010, Vision 2030, and the Bottom-Up Economic Transformation Agenda (BETA), the government has introduced the **Public Service Delivery Innovation Policy** to drive this transformation. This policy provides a structured framework to institutionalize innovation across public sector institutions at both national and county levels.

The policy aims to foster a culture of continuous innovation by building the capacity of public servants, scaling creative solutions, fostering partnerships, and promoting research, knowledge sharing, and monitoring. The Ministry of Public Service, Human Capital Development and Special Programmes plays a pivotal role in advancing and coordinating these innovation efforts, which now require widespread commitment across the entire Public Service. It is essential that all public institutions, leaders, and officers embrace this transformative agenda, adapting to and actively driving change to create a more responsive, agile, and citizen-centered public service.

The successful implementation of this policy relies on leadership and collaboration at all levels. By embedding innovation into the core of service delivery, we can meet the rising expectations of Kenyans and ensure that the Public Service not only meets but exceeds their aspirations. Together, we can shape a future where the Public Service is a driver of socio-economic progress, delivering efficient, transparent, and impactful services that contribute to lasting prosperity for all.

**Cabinet Secretary**  
**Ministry of Public Service and Human Capital Development**

## DEFINITION OF TERMS

Adoption of Innovation	The incorporation of a new idea, product or process with an organization
Diffusion of an innovation	The spontaneous spread of an innovation
Innovation	The generation and implementation of new ideas, products, processes, or services that significantly improve service delivery.
Process innovation	Change in the way a product is manufactured, created and distributed or a service is delivered.
Product innovation	The introduction of goods that are new or substantially improved. This includes improvements in functional characteristics, technical abilities, or ease of use.
Public Service	Institutions and agencies at both National and County levels of Government.
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.
Replication	The deliberate repetition of an innovation in other institutions.
Service innovation	New ways in which services are provided to users such as online filing of tax returns.
System innovation	New ways by which work is organized and accomplished to promote and gain competitive advantage.

## ABBREVIATIONS AND ACRONYMS

AAPAM	African Association for Public Administration and Management
CoP	Communities of Practice
CPSI	Centre for Public Service Innovation DEF
HRIS-Ke	Human Resource Information System Kenya
IFMIS	Integrated Financial Management Information System
IPPD	Integrated Personnel Payroll Database
IPIs	Intellectual Property Institutions
IPRs	Intellectual Property Rights
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
NACOSTI	National Commission for Science, Technology and Innovation
OECD	Organization for Economic Co-operation and Development
UNPSA	United Nations Public Service Awards

## **PREFACE**

Innovation in public service delivery is a critical enabler of Kenya's socio-economic transformation, in alignment with the goals of Vision 2030. The Public Service Delivery Innovation (PSDI) Policy outlines the Government's strategic commitment to utilizing science, technology, and innovation as catalysts for enhancing public sector productivity, promoting economic competitiveness, and improving the overall well-being of citizens. Since 2006, deliberate efforts have been made to entrench innovation within the Public Service through performance-based reforms, institutional support structures, and the creation of frameworks that encourage a culture of continuous improvement.

The PSDI Policy offers a coherent and integrated approach to institutionalizing innovation across all tiers and functions of government. It aims to strengthen service delivery through the adoption of innovative practices, technologies, and systems that foster responsiveness, transparency, and efficiency. By driving a citizen-centric approach to governance, the Policy positions Kenya to lead in public sector innovation within the region and beyond, supporting the evolution of a high-performing, adaptable, and development-focused Public Service.

Public institutions at all levels are therefore encouraged to champion innovation in their operations and align their activities with the goals of the PSDI Policy. Success will depend on a united effort, with strong collaboration and deliberate action across sectors to fully realize the transformative potential of innovation in public service delivery.

**Principal Secretary**  
**State Department of Public Service and Human Capital Development**

## **SECTION ONE – POLICY OVERVIEW AND CONTEXT**

### **1.1 Introduction**

The Constitution of Kenya, 2010, under Articles 10 and 232, emphasizes the importance of good governance, highlighting principles such as responsiveness to citizens' needs. In line with these constitutional principles, Kenya's Vision 2030 underscores the crucial role of science, technology, and innovation in enhancing global competitiveness, fostering wealth creation, and promoting national prosperity.

Effective and efficient public service delivery is therefore critical to government success, directly influencing citizens' well-being, economic growth and social equity. As technology advances and governance complexities increase, it is essential for the government to adopt innovative strategies to meet citizens' growing demand for efficient, equitable, and high-quality services.

### **1.2 Problem Statement**

The Government continues to fortify its commitment to enhancing service delivery through innovation. However, the absence of a unified framework for Public Service delivery innovation has resulted in inconsistent outcomes limiting the ability of public services to keep up with rapidly changing technologies and evolving citizen expectations. This highlights the critical importance of developing a structured policy to support and guide service delivery innovation efforts effectively.

The Public Service Delivery Innovation Strategy (2017) which was introduced to foster innovation within the public sector was not fully executed. Further, a baseline survey undertaken by the Ministry in charge of Public Service on public service delivery innovations revealed limited awareness of the potential impact of innovation; absence of knowledge-sharing platforms and constraints in human, financial, and technological resources. These were attributed to the lack of a dedicated policy to support innovation within the public service emphasizing the urgent need for a policy that fosters an enabling environment for public service delivery innovations.

### **1.3 Rationale**

The rationale for this policy is to provide guidelines on public service delivery innovation to facilitate a supportive and coordinated approach in the public service.



## **1.4 Goal, Objectives and Principles**

### **1.4.1 Policy Goal**

The Public Service Delivery Innovation (PSDI) Policy aims to provide a systemic approach to the implementation and management of innovation in all public service institutions and agencies at both National and County levels of Government.

### **1.4.2 General objective**

To provide a framework that stimulates, harnesses, promotes, and nurtures creativity and innovation within the public service, aiming to address national needs and priorities while enhancing the efficiency and effectiveness of public service delivery.

### **1.4.3 Specific Objectives:-**

- (i) Foster a culture of innovation in the Public Service for efficient and effective service delivery;
- (ii) Provide mechanisms for building capacity to support public service delivery innovations;
- (iii) Foster leadership that supports service delivery innovation in the Public Service;
- (iv) Provide an enabling environment for ideation, identification, harnessing and recognition of Public Service delivery innovation;
- (v) Provide a framework for partnerships, collaborations and networks in Public Service Delivery innovations for synergy between the Public Service, Industry and other stakeholders;
- (vi) Develop coordinated approaches for resource mobilization on public service delivery innovations; and
- (vii) Promote research and knowledge management to support Public Service Delivery Innovations.

### **1.4.4 Guiding Principles**

The policy will be guided by the following principles:-

- a) **Encouragement of creativity** - Promote an environment where employees feel safe to express their ideas, take risks and think outside the box to address public service challenges;
- b) **Originality/newness** - Originality/newness of ideas as well as customization of replicated ideas;

- c) **Customer centric focus** - Emphasis on the importance of understanding citizen's needs to respond to identified service delivery challenges without stifling adhoc innovations;
- d) **Agility and adaptability** - promote flexibility in processes and an openness to change and allowing the public service organizations to adapt quickly to emerging trends and innovations on service delivery;
- e) **Research and Sustainability** - Allocate resources for research and encourage practices that foster sustainable innovations, considering environmental and societal impacts in the development on new service delivery initiatives;
- f) **Recognition and Awards** - develop and implement recognition and award programs that reward innovative efforts;
- g) **Collaboration** - Promote partnerships, network and linkages among stakeholders; and
- h) **Continuous Improvement** - Continual improvement and learning demonstrating incremental value in Public Service delivery.

## 1.5 Legal Framework

Various laws provide a legal foundation for promoting innovation in public service delivery. The United Nations Sustainable Development Goal 9, Africa's Agenda 2063, and the East African Community Vision 2050 all emphasize the critical role of science, technology, and innovation (STI) in fostering sustainable industrialization, infrastructure development, and regional socio-economic integration. These global and regional frameworks recognize STI as essential for transforming economies, creating opportunities, and enhancing global competitiveness. Aligning with these aspirations, Kenya has adopted a robust policy and legal framework to embed innovation into national development planning.

Kenya's Constitution (2010) provides a strong legal foundation for innovation in public service delivery. Article 10 and Article 232 emphasize national values and principles of governance that promote citizen-centric, efficient, and effective public service. Article 11 recognizes culture as a foundation of the nation and advocates for the protection of intellectual property and creative works. These constitutional provisions are reinforced by the Science, Technology and Innovation Act, 2013, which established NACOSTI and KeNIA to oversee research quality and build strong linkages between academia, industry, and government. These institutions play a pivotal role in fostering innovation that directly supports improved public services and citizen welfare.

Complementary legal frameworks, including the Industrial Property Act, 2001, the Kenya Copyright Act, 2001, and the Kenya Biosafety Act, 2009, support innovation by protecting intellectual property, regulating biotechnological advancements, and facilitating technology transfer. The Kenya Innovation Master Plan further outlines

strategies to strengthen the innovation ecosystem, while the Bottom-Up Economic Transformation Agenda (BETA) identifies the Digital Superhighway and Creative Economy as key pillars for leveraging innovation in enhancing service delivery, generating employment, and improving competitiveness. Together, these frameworks promote a conducive environment for public sector innovation that aligns with Kenya Vision 2030's goal of achieving a high quality of life through industrialization and sustainable development.

## **1.6 Scope of The Policy**

The Public Service Delivery Innovation policy will apply to the public service.

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## **SECTION TWO: SITUATIONAL ANALYSIS**

### **2.1 Introduction**

This section introduces the Public Service delivery innovation landscape, challenges that hinder the full implementation of innovation in public service delivery and opportunities for improvement.

### **2.2 Public Service Delivery Innovation Landscape**

Public service delivery innovation has become a global priority as governments seek to enhance efficiency, transparency, and responsiveness in service delivery. The adoption of innovation policies worldwide has been driven by technological advancements, citizen expectations, and the need for cost-effective governance.

Kenya has made notable progress in promoting public sector innovation. The Digital Economy Blueprint (2019) and the e-Government Strategy (2004) promote a holistic digital ecosystem to drive innovation, entrepreneurship, and a knowledge-based economy in Kenya. Further, the Public Service Delivery Innovation Strategy (2017) was developed to institutionalize innovation at both national and county levels. Key developments include the automation of government services, which has boosted efficiency in public administration. Programs including Huduma Kenya have simplified service delivery by centralizing government services, benefiting millions. Digital platforms such as IFMIS, i-Tax, and e-Citizen have further improved accessibility to services such as passport applications, business registrations, and tax filings. These advancements have enhanced efficiency and made government services more accessible.

Kenya has established institutions such as NACOSTI to regulate and assure quality in science technology and innovation sector. The Kenya National Innovation Agency (KeNIA) was also established to foster innovation linkages between academia and industry have played a crucial role in fostering and managing innovation.

### **2.3 Challenges**

Despite notable progress highlighted above, several challenges continue to hinder the full implementation of innovation in public service delivery. Capacity limitations in emerging technologies and digital transformation have restricted the effective execution of innovative solutions, impeding their widespread adoption. The lack of clear guidelines for integrating innovation across public services has led to inconsistent implementation among various government entities. Additionally, the absence of a centralized platform for knowledge sharing has limited collaboration and the exchange of best practices, making it difficult to replicate and scale successful innovations across the public sector.

Innovation efforts are further slowed by the non-prioritization of investment in research and development for public service advancements. Government institutions have often struggled to invest in new technologies due to limited funding and support. Moreover, the absence of adequate incentives and motivation has discouraged the development and implementation of ground-breaking initiatives, thereby weakening creative problem-solving within the sector.

Lack of structured systems to track progress, measure impact, and refine innovation initiatives has made it difficult to evaluate the success of implemented policies. Furthermore, the absence of clear frameworks and enforcement mechanisms to protect and commercialize public sector innovations has led to ownership disputes, stifling creativity and limiting scalability. Ever evolving ICT systems, unreliable internet infrastructure, and bureaucratic processes further obstruct the adoption of innovative solutions.

## **2.4 Opportunities for Improvement**

To align the public service delivery innovation policy with global best practices, it is essential to strengthen capacity-building programs that equip public servants with the skills, knowledge, and competencies needed to effectively drive and sustain innovation within public institutions.

Enhancing infrastructure and ensuring adequate resource support are also critical to providing the tools and conducive environment necessary for innovation to thrive. In addition, establishing a national knowledge-sharing platform and introducing structured recognition and reward systems will facilitate cross-sector collaboration and motivate public servants to actively contribute to innovation efforts while exchanging ideas, fostering a more unified and innovative public sector.

To ensure effectiveness, a robust monitoring and evaluation framework with clear performance indicators and feedback mechanisms should be implemented. Furthermore, simplifying and decentralizing bureaucratic processes will accelerate decision-making, while continued investment in capacity-building will help embed and sustain a long-term culture of innovation across public institutions.

## **SECTION THREE: POLICY STATEMENTS AND POLICY ACTIONS**

### **3.1 Introduction**

To stimulate, promote, and nurture creativity and innovation in the public service, the Public Service Delivery Innovation Policy emphasizes the use of digital tools, platforms, and data-driven decision-making to enhance service delivery. In alignment with this objective, public institutions shall formulate and implement strategies that support the effective execution of this policy. This chapter outlines the key policy statements and corresponding policy actions that will guide the implementation of public service delivery innovations.

### **3.2 Promoting a Culture of Innovation**

#### **Objective**

Foster a culture of innovation in the public service for efficient and effective service delivery

#### **Policy Statement**

The Government will inculcate a dynamic culture in the public service organizations that values, recognizes, nurtures, celebrates and sustains creativity and innovativeness.

#### **Policy actions**

- (i) Develop a framework to foster, nurture and entrench a culture of innovation in service delivery;
- (ii) Create an enabling environment that allows embedding of new ideas and trialling new service delivery propositions in response to public service delivery challenges and problems;
- (iii) Develop mechanisms for knowledge sharing and communication where the innovators are able to share their ideas and seek support;
- (iv) Establish recognition and awards schemes to celebrate innovation in the public service; and
- (v) Monitor and evaluate public service innovations to ensure adoption and sustainability of best practices.

### **3.3 Capacity Building**

#### **Objective**

The government will provide mechanisms to build capacity to support public service delivery innovation.

#### **Policy Statement**

Public Service institutions will develop and implement capacity building programmes (institutions, human resources and systems) to facilitate and manage service delivery innovations.

#### **Policy actions**

- (i) Build the capacity of public service organizations (human resource, institution and the systems) to promote a culture of continuous learning and skill development.
- (ii) Establish a platform for service delivery innovation for knowledge sharing.

### **3.4 Leadership and Innovation**

#### **Objective**

Foster leadership that supports service delivery innovation in the Public Service

#### **Policy statement**

The government will foster leadership that supports service delivery innovation in public service.

#### **Policy actions**

- (i) Develop leadership and performance management programmes to mainstream public service delivery innovations promotion.
- (ii) Include service delivery innovation as a parameter for evaluation in the performance contracts of top leadership.

### **3.5 Ideation and Recognition of Public Service Delivery Innovations**

#### **Objective**

Provide guidance on ideation, identification, harnessing and recognition of Public Service Delivery Innovations

#### **3.5.1 Ideation of Public Service Delivery Innovations**

##### **Policy Statement**

The Government will provide an enabling environment for generation of innovative ideas, identification and harnessing of public service delivery innovations.

##### **Policy Actions**

To operationalize this, the Government will employ the following policy actions:-

- (i) Establish mechanisms to promote generation of ideas on public service delivery innovations;
- (ii) Provide training and resources to develop skills related to public service delivery innovations;
- (iii) Develop mechanisms for identification, screening, incubation and harnessing viable innovations; and
- (iv) Establish a Centre for Public Service Delivery Innovation.

#### **3.5.2 Recognition and Awards of Innovation in the Public Service**

##### **Policy statement**

The Government will recognize, celebrate and award Public Service Delivery innovations and innovators to encourage and sustain a culture of creativity.

##### **Policy Actions**

To operationalize this, the Government will employ the following policy actions:-

- (i) Establish a recognition and award scheme for Public Service Delivery innovations;
- (ii) Provide platforms to pitch and showcase public service delivery innovations;
- (iii) Celebrate and award outstanding innovations in Public Service Delivery; and
- (iv) Publish and publicize successful public service delivery innovations and innovators.



### **3.6 Partnerships and Collaborations**

#### **Objective**

To provide a framework for partnership, collaborations and networks in public service delivery innovations for synergy between the Public Service and industry or other players

#### **Policy Statement**

The Government will seek to establish partnerships, collaborations and networks with various partners and stakeholders in prototyping, piloting and scaling of innovations.

#### **Policy Actions**

- (i) Ensure compliance with the existing guidelines/framework on public private partnerships;
- (ii) Explore and develop mechanisms for establishing partnerships, networks and collaborations to support public service delivery innovations;
- (iii) Establish dispute resolution mechanisms; and
- (iv) Provide platforms for interactions amongst players in the public service delivery innovation eco-system.

### **3.7 Resource Mobilization**

#### **Objective**

Develop coordinated approaches for resource mobilization on public service delivery innovation.

#### **Policy Statement**

Public Service institutions will develop and operationalize mechanisms for mobilizing resources and providing adequate budgetary support for public service delivery innovation.

#### **Policy Actions**

- (i) Provide a policy framework for sustainable financing of public service delivery innovations;
- (ii) Establish and operationalize a Fund to incentivize and leverage public service delivery innovations; and
- (iii) Foster an intrapreneurship culture in support of public service delivery innovation.

### **3.8 Research and Knowledge Management**

#### **Objective**

Promote research and knowledge management to support public service delivery innovations

#### **3.8.1 Research**

##### **Policy statement**

The government will promote research and learning to foster sustainability of public service delivery innovation.

##### **Policy actions**

- (i) Provide a framework for investment in research and learning in support of public service delivery innovations;
- (ii) Promote partnerships in research on public service delivery innovations; and
- (iii) Promote citizen engagement in identification of service delivery challenges development of innovative service delivery solutions.

#### **3.8.2 Knowledge Management**

##### **Policy statement**

The Government will establish knowledge management systems and frameworks to for public service delivery innovations

##### **Policy actions**

- (i) Create and operationalize a one stop data shop on public service delivery innovations;
- (ii) Integrate knowledge management practices with the innovation metrics in performance management; and
- (iii) Invest in digital technologies and AI to enhance knowledge capture, retention, and dissemination of innovations.

## **SECTION FOUR: INSTITUTIONAL FRAMEWORK**

### **4.1 Introduction**

This section presents the institutional framework for mainstreaming service delivery innovation in the Public Service. The key institutions that will play a leading role in the implementation of this Policy are:-

### **4.2 National and County Government Coordinating Summit**

The Summit will:

- (i) Provide strategic leadership in mainstreaming of public service delivery innovations in National and County Governments;
- (ii) Establish Governance solutions for implementation of public service delivery innovations;
- (iii) Champion a culture of service delivery innovations in the National and County Government.
- (iv) Receive status reports on implementation of the Public Service Innovation Policy.

### **4.3 Cabinet**

The Cabinet will:

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

### **4.4 Ministry Responsible for Public Service**

The Ministry will: -

- (i) Develop guidelines for implementation of this policy;
- (ii) Coordinate implementation of the Policy;
- (iii) Receive feedback on implementation of public service delivery innovations and report to Cabinet and Summit;
- (iv) Monitor and Evaluate implementation of this policy;
- (v) Establish the Public Service Innovation Centre;
- (vi) Liaise with intellectual property institutions to promote awareness on intellectual property protection; and

- (vii) Provide a platform for development of common norms and standards to be applied across the public service, both at national and county level.

#### **4.5 Inter-Agency Committee on Innovation in Public Service Delivery**

The Committee will: -

- (i) Oversee development, implementation and review of this policy;
- (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) Promote the establishment of innovation networks, partnerships and a reward system for service delivery innovations;
- (v) Oversee monitoring, evaluation, replication and impact assessment of service delivery innovations;
- (vi) Review and report on progress made in inculcating and mainstreaming a culture of innovation in the Public Service;
- (vii) Address challenges in the implementation of the Public Service Delivery Innovation Policy; and
- (viii) Provide a Framework for consultation between National and County Governments on matters of public service delivery innovation.

#### **4.6 Council of Governors Innovations Committee**

The Committee will:

- (i) Develop an action plan for the implementation of the policy for public service delivery innovations;
- (ii) Establish systems and mechanisms for promotion and leveraging public service delivery innovations to foster Public Service transformation; and
- (iii) Promote inter-County collaboration and consultation in public service delivery innovation and sharing of best practice.

#### **4.7 Centre for Public Service Delivery Innovations**

The Centre will: -

- (i) Collaborate with different public service entities in matters of public service

delivery innovation;

- (ii) Identify, support and nurture innovations in the delivery of public services.
- (iii) Piloting innovative projects and/or products;
- (iv) Promote innovative practices, reward and recognize innovators;
- (v) Promote collaboration, partnerships and networks in research for public service delivery innovations;
- (vi) Coordinate and support public service institutions to participate in local and international recognition and awards; and
- (vii) Establish mechanisms for knowledge sharing and learning on innovation and encourage the implementation of best practices on delivery of public services.

#### **4.8 Ministries, Departments, Counties and Agencies (MDCAs)**

MDCAs will: -

- (i) Develop and implement systems, structures and programs to promote public service delivery innovations;
- (ii) Incorporate public service delivery innovation in citizen service delivery charters and performance management;
- (iii) Provide resources and an enabling environment to facilitate staff to innovate;
- (iv) Identify and address impediments to public service delivery innovations;
- (v) Foster sharing of experiences, collaboration and partnerships in public service delivery innovations;
- (vi) Implement recognition and award schemes to encourage public service delivery innovations;
- (vii) Inculcate a culture of service delivery innovations;
- (viii) Establish units to spearhead public service delivery innovations; and
- (ix) Provide continuous training and create awareness on public service delivery innovations.

#### **4.9 Intellectual Property Institutions**

Intellectual Property Institutions will:-

- (i) Create awareness on intellectual property rights;
- (ii) Facilitate acquisition of intellectual property rights for public service delivery innovations; and

- (iii) Advice on management of intellectual property rights among stakeholders.

#### **4.10 Kenya School of Government**

The school will: -

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

## **SECTION FIVE: MONITORING, EVALUATION AND REPORTING**

### **5.1 Introduction**

A monitoring evaluation and reporting framework will be developed to ensure that this policy is implemented effectively. This framework will be anchored on the policy statement and action plans formulated to promote the culture of innovation in public service delivery. It will form the basis for continuous improvement and act as performance management tool to measure accountability in utilization of Public resources.

### **5.2 Policy Statement**

The Government will establish a monitoring, evaluation and reporting framework to ensure that the policy actions are monitored, tracked, evaluated, documented and reported.

### **5.3 Policy Actions**

- (i) Provide monitoring, evaluation and reporting framework on public service delivery innovations;
- (ii) Provide a risk management framework for implementation of the policy;
- (iii) Facilitate the development of budget for monitoring, evaluation and reporting of innovations in the public service;
- (iv) Strengthen the capacity for institutions to undertake monitoring, evaluation and reporting for public service delivery innovations;
- (v) Enhance feedback mechanism in reporting public service delivery innovations.

### **5.4 Policy Review**

This policy will be reviewed every five years or any other period as may be determined by the ministry responsible for Public Service.