



REPUBLIC OF KENYA

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

PUBLIC SERVICE DELIVERY INNOVATION STRATEGY

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FOREWORD

Kenya's public service is undergoing significant transformation, driven by shifting socio-economic realities, rapid technological progress, and a more informed and engaged citizenry. Public expectations have risen sharply, with demands for services that are timely, transparent, inclusive, and citizen-centered. In this environment, innovation has become indispensable, serving as a strategic foundation for modernizing public institutions and fostering systems of governance that are agile, resilient, and responsive to the needs of the people.

Innovation now stands at the core of Kenya's national development agenda, as outlined in the Constitution of Kenya (2010), Vision 2030, and the Bottom-Up Economic Transformation Agenda (BETA). The Government's commitment to embedding innovation in the public sector seeks to bridge historical service delivery gaps while building a more equitable, accountable, and future-ready public administration.

The Public Service Delivery Innovation Strategy (2025) establishes a comprehensive framework for mainstreaming innovation across government. It operationalizes the Public Service Delivery Innovation Policy by providing a clear, actionable roadmap. Through this Strategy, innovation is systematically woven into the structures, processes, and cultures of public institutions, enabling them to remain adaptive, citizen-focused, and continuously improving in step with evolving societal needs.

Central to this Strategy is the creation of a culture of innovation supported by strong leadership, enhanced institutional and human resource capacities, and robust collaboration across sectors. It emphasizes rewarding excellence in service delivery, mobilizing sustainable resources, and advancing research, learning, and knowledge management for evidence-based decision-making.

The Ministry of Public Service, Human Capital Development and Special Programmes remains steadfast in its mandate to lead and coordinate the implementation of this Strategy. All Ministries, Departments, Agencies, and County Governments are called upon to embrace this transformative agenda, internalize its principles, and translate them into measurable improvements in service delivery. By doing so, Kenya's public service will not only overcome historical challenges but will also reaffirm its role as a catalyst for inclusive, equitable, and sustainable national development.

Hon. Geoffrey Kiringa Ruku, EGH

Cabinet Secretary, Ministry of Public Service, Human Capital Development and Special Programmes

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
PSDI	Public Service Delivery Innovation
UNPSA	United Nations Public Service Awards

PREFACE

Innovation in public service delivery is no longer a choice, it is a national imperative. In an increasingly dynamic and complex development landscape, the Government of Kenya is committed to building a public service that is agile, inclusive, responsive, and accountable. Citizens expect efficient, transparent, and dignified service experiences, and public institutions must evolve accordingly to meet these expectations.

This Strategy affirms the role of innovation as a long-term lever for systemic transformation. It outlines institutional priorities and strategic enablers that will reposition public service delivery through a whole-of-government approach. The focus is not only on introducing new technologies or isolated practices, but on embedding innovation into institutional culture, decision-making, and service design, ensuring that government consistently delivers value to the public.

The State Department for Public Service remains committed to coordinating the implementation of this Strategy in close collaboration with Ministries, Departments, Agencies, County Governments, and key stakeholders. Achieving meaningful outcomes will require sustained commitment, policy coherence, and cross-sectoral collaboration. All public service actors are therefore called upon to take collective ownership of this transformative agenda and contribute to building a future-ready, citizen-focused public service.

Dr. Jane Kere Imbunya, PhD

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SECTION ONE – BACKGROUND

1.1 Introduction

The increasing complexity of global and national concerns including poverty, pandemics, environmental degradation, food insecurity, and unemployment, has underscored the need for a more responsive and innovative public service. As these challenges facing governments become more interconnected and complex, public service institutions must evolve from traditional, bureaucratic models to dynamic, innovative ecosystems capable of delivering responsive, inclusive, and efficient services. Governments globally are rethinking traditional approaches and embracing innovation as a driver of a more efficient, citizen-centred, and adaptive public service. Leading innovative economies such as Singapore, South Africa, and the United States have established dedicated institutions and developed policies, and strategies to nurture innovation in the public sector.

In Kenya, the government has progressively adopted innovation as a key driver of public sector transformation to enhance effective and efficient public service delivery. To embed innovation across all levels in the public service, the government has developed policies and strategies aimed at fostering a culture of continuous learning, innovation and improvement within the public service.

This revised Public Service Delivery Innovation Strategy seeks to update the 2017 Strategy and operationalize the Public Service Delivery Innovation Policy (2025). It is informed by the findings of baseline survey conducted in January 2025. The Strategy provides a national framework to guide and coordinate innovation in public service delivery, ensuring innovations are systematically developed, scaled, and institutionalized. It seeks to entrench innovation in public service delivery for an agile, accountable, citizen-centric public service.

1.2 Rationale

Kenya's public service is facing new demands and expectations in an era shaped by rapid technological change, and a more informed and engaged citizenry, amongst other challenges.

The 2017 Public Service Delivery Innovation Strategy was designed to position innovation as a key driver of public sector transformation. It laid the groundwork for embedding innovative practices across ministries, departments and agencies. The baseline survey conducted in January, 2025 identified several ongoing challenges, hindering its impact. These include low awareness of innovation's role, weak policy and legislative support, uncoordinated efforts, and limited institutional capacity. Furthermore, the absence of structured platforms for knowledge sharing, inadequate recognition and reward systems and underdeveloped monitoring and evaluation

frameworks have continued to hamper the adoption and scaling of service delivery innovation within the public service.

In response to the findings above, the need to align to BETA priorities and other emerging concerns, revising the strategy is both timely and essential. It presents an opportunity to align the innovation agenda with current national development priorities, emerging technological trends, and global best practices. The updated strategy will provide a stronger and more integrated framework to inspire, support, and institutionalize creativity and innovation across the public service. Its goal is to improve service delivery outcomes by ensuring innovation directly addresses the country's development goals and the evolving needs of citizens. This renewed emphasis will foster a future ready public service that is agile, inclusive, and responsive to the complex challenges of the 21st century.

1.3 Objectives of the Strategy

The principal objective of this strategy is to provide a coherent result-driven innovation ecosystem, and an enabling framework for coordinating, scaling up and institutionalizing innovation across the public service in order to enhance efficiency, responsiveness, inclusivity, and citizen-centrism in service delivery.

Specifically, the strategy intends to;

- (i) Promote a culture of innovation across all levels of the Public Service;
- (ii) Strengthen institutional capacity to design, implement, monitor, and evaluate public service delivery innovative solutions aligned with national development priorities;
- (iii) Establish governance and coordination mechanisms to support innovation initiatives within the Public Service;
- (iv) Enhance collaborations and partnerships to drive innovation in public service delivery;
- (v) Promote research in public service delivery innovation to inform the design and scaling up of public service delivery innovations and informed decision making;
- (vi) Recognize and reward public service delivery innovation;
- (vii) Promote knowledge sharing, diffusion and replication of innovations into public service delivery practice; and
- (viii) Institutionalize a robust monitoring, evaluation and impact assessment frameworks

1.4 Scope of the Strategy

This Strategy provides a national framework for embedding innovation into public service delivery across all levels of government. It applies to Ministries, Departments, Agencies (MDAs), County Governments, and State Corporations, offering guidance on how to institutionalize innovative practices within their respective mandates. The Strategy outlines key strategic focus areas, interventions, and implementation mechanisms to promote a culture of innovation, enhance institutional capacity, and align public services with evolving citizen needs and national development priorities. It is intended to support policy-makers, public servants, and stakeholders in fostering coordinated, inclusive, and sustainable innovation efforts that improve service delivery outcomes across the public sector.

SECTION TWO: SITUATIONAL ANALYSIS

2.1 Preamble

This section describes the situational analysis concerning implementation of innovations in the Public Service, challenges and the need for review of the Public Service Delivery Innovation Strategy.

2.2 Innovations in the Public Service

Innovations are not new to the Kenyan Public Service. From the 1990s, the Government has continuously come up with reform initiatives to improve service delivery in the public service. With evolving customer needs and the right to accessing quality services, changing demographics, technological advancements and the need for global competitiveness, the Kenya Public Service has had to continuously innovate to respond to these needs.

The Ministry of Public Service has continued to gauge public service responsiveness to the ever changing citizens/customer/consumer needs, determine areas of gap and develop innovative ways of improving service delivery. Some of these initiatives include: Strategic Planning; Performance management tools, (which include performance contracts and performance appraisal systems); *Huduma bora ni haki yako* (quality service is your right), under the Results Based Management (RBM) concept; 100 days' Rapid Results Initiatives (RRI) (to fast track implementation of planned activities); Business Process Re-engineering (BPR); Huduma Kenya Citizen centre one-stop-shop service delivery platforms; and E-Citizen portal (for transacting and payment of customer facing government services and digitalization of government services). Further, the transition of the Kenya Institute of Administration (KIA) into the Kenya School of Government (KSG) has provided modern capacity building programmes for public servants to enhance innovativeness and creativity. On-line trainings have also become a trend in reaching more public servants at minimal cost.

Innovative approaches have also been integrated into critical domains such as public financial management and key socio-economic sectors. Initiatives including participatory budgeting, strengthened fiscal oversight, and enhanced subnational financial autonomy have complemented digital systems such as IPPD/GHRIS, IFMIS and i-Tax, leading to improved accountability and operational efficiency. Moreover, multi-sectoral programs, including Ajira Digital, the Digital Literacy Program, and National Education Management Information System (NEMIS) among others, have also been implemented. The Kenya Open Data Initiative has further reinforced transparency and civic engagement by enabling public access to government datasets for research, accountability, and innovation. Cumulatively, these achievements illustrate Kenya's steady and incremental progress towards an inclusive, transparent, and citizen-responsive model of public service delivery that is consistent with the

aspirations of the Constitution of Kenya (2010), Kenya Vision 2030, the Bottom up Economic Transformation Agenda (BETA) and the objectives outlined in the 2017 Public Service Delivery Innovation Strategy.

Further progress has been supported by legislative and institutional reforms that have strengthened the national innovation ecosystem. The enactment of the Science, Technology and Innovation (STI) Act (2013) facilitated the establishment of the National Commission for Science, Technology and Innovation (NACOSTI) and the Kenya National Innovation Agency (KeNIA). These institutions are mandated to promote, coordinate, and regulate innovation across sectors. Together with the Kenya Innovation Master Plan, these entities have advanced innovation-led socio-economic development by fostering collaborative linkages between government, academia, and industry, particularly in support of innovation in the public sector. However, these initiatives have not specifically responded to innovations in public service delivery thereby presenting a gap that calls for a review of the existing strategy.

2.3 Challenges in Implementing Innovations in the Public Service

Despite efforts made in service delivery innovations, there are still gaps in service delivery in the public service indicated by unmet citizen expectations of just-in-time, convenient, affordable and high quality services and demand for respect and dignity by customers while being served as evidenced by reports from Commission on Administrative Justice (CAJ), National Cohesion and Integration Commission, (NCIC) and Ethics and Anti-Corruption Commission (EACC), among others.

Whereas different Ministries, Departments, Agencies and Counties have come up with various innovations to improve service delivery there lacked a Public Service delivery Innovation Policy to guide the coordination of the various innovations. Further, the 2017 Public Service Delivery Innovation Strategy which was designed to position innovation as a key driver of public sector transformation, and lay down groundwork for embedding innovative practices across ministries, departments, agencies and counties has not been fully implemented. The baseline survey conducted in 2024/2025, revealed that there were inadequacies in: training/capacity building on the strategy, leadership support for implementation of innovations, partnerships and collaborations, resources, research; ICT infrastructure and low technology absorption, and monitoring and evaluation. There was also lack of a knowledge sharing platform for service delivery innovations and adoption of best practices and well-structured framework for recognition and reward of innovators; absence of frameworks for commercializing service delivery innovations; and lengthy, costly and tedious process of obtaining intellectual property rights.

These challenges present a compelling case for a review of the public service delivery innovation strategy (2017).

CHAPTER THREE - STRATEGIC ISSUES

3.1 Preamble

This section outlines key issues affecting innovation in the public service, the required strategic interventions to address them, and the expected outcomes. It builds on the challenges and opportunities identified in earlier chapters and provides a structured approach to institutionalizing innovation across the public sector.

3.2 Culture of Innovation

While instances of innovation have emerged within Kenya's public service, a deeply rooted culture that promotes and sustains innovation remains underdeveloped. Bureaucratic rigidity, risk aversion, and limited support for creative thinking continue to impede transformative service delivery. This stifles creativity, discourages experimentation, and hinders the adoption of progressive practices. In addition, institutional systems often lack the flexibility, responsiveness, and design needed to support innovative thinking and agile decision-making.

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

Interventions

Public Service institutions will:

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

- (x) Establish cross-functional public service delivery innovation teams to drive implementation of innovations and continuous improvement;
- (xi) Use an appropriate public service delivery innovation toolkit to guide the innovation process; and
- (xii) Institutionalize agile practices in operational workflows to enable adaptive responses to emerging challenges.

3.3 Capacity Building

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

Intervention

Public Service institutions will:

- (i) Undertake capacity building initiatives to continuously upgrade employee knowledge and skills to innovate in the public service;
- (ii) Facilitate participation in international, continental, regional and local public service innovation events for exposure.
- (iii) Establish structured mentorship and coaching programs to build public service delivery innovation competencies among staff;
- (iv) Integrate public service delivery innovation modules into in-service and induction training programs;
- (v) Partner with academic and research institutions to enhance staff knowledge and access to emerging public service delivery innovations;
- (vi) Review and modernize institutional systems to support knowledge management, performance tracking, and real-time learning; and
- (vii) Develop and deploy digital platforms that support competency-based training, coaching, and knowledge sharing.

3.4 Leadership and Innovation

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

Intervention

Public Service institutions will:-

- (i) Build the capacity of leadership to develop commitment to innovation and support public service delivery innovations;

- (ii) Prioritize public service delivery innovation among the parameters in assessment of leadership style, staff recruitment and performance management systems;
- (iii) Set up a system for annual reporting of public service delivery 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;
- (vii) Designate public service delivery innovation champions for projects or issues;
- (viii) Integrate public service delivery innovation leadership competencies into executive development programs; and
- (ix) Embed public service delivery innovation in leadership accountability frameworks.

3.5 Recognition and Awards

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

Intervention

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 public service delivery innovative individuals, teams and agencies;
- (ii) Hold annual public service delivery innovation awards and annual conferences to share experiences, reward and celebrate outstanding achievement in public service;
- (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;
- (iv) Publish and publicize public service delivery innovations and innovators;
- (v) Introduce public service delivery innovation leaderboards to highlight top-performing individuals and institutions in real time;
- (vi) Establish a hall of fame or public service delivery innovation gallery to document and showcase impactful innovations; and

- (vii) Develop non-monetary recognition such as commendation letters, professional development opportunities, and media features to inspire a culture of public service delivery innovation.

3.6 Ideation of Public Service Delivery Innovations

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

Intervention

Public Service institutions will:

- (i) Identify competent, interested and motivated partners;
- (ii) Establish and support collaborative partnerships in the implementation of public 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;
- (iv) Develop joint innovation programs with academic institutions, private sector, and civil society organizations;
- (v) Leverage public-private partnerships to fund, pilot, scale up and replicate public service delivery innovative solutions in service delivery;
- (vi) Collaborate with regional and international networks to benchmark and adopt best practices in public service delivery innovation;
- (vii) Formalize collaboration frameworks through Memoranda of Understanding (MoUs) with public service delivery innovation stakeholders; and
- (viii) Set up innovation labs or hubs within public institutions to support ideation and prototyping.

3.7 Resource Mobilization

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

Intervention

Public Service institutions will:

- (i) Ensure public service delivery innovation is prioritized in the National Budget by:

- (a) Aligning the public service delivery innovations to the identified five broad pillars in the Medium Term Fiscal Framework (MTFF) and subsequent adjustments; and
 - (b) Focusing on public 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 public 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 public service delivery 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.
 - (v) Establish performance-based financing mechanisms to reward impactful public service delivery innovations;
 - (vi) Encourage Public Service innovation funding through corporate social responsibility (CSR) and innovation grants; and
 - (vii) Develop a public service delivery innovation investment framework to track, evaluate and report returns on investment in public service innovation.

3.8 Research and Sustainability

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

Intervention

Public Service institutions will:-

- (i) Undertake regular surveys to establish gaps in infrastructure, technology and skills in relation to public service delivery innovations;
- (ii) Equip public servants with problem-solving skills and knowledge of the challenges faced by citizens and expose them to innovative public service delivery solutions;
- (iii) Facilitate public servants who propose innovative solutions to solve public service challenges;
- (iv) Facilitate pilot implementation of promising public service delivery innovations;

- (v) Pass fledgling public service delivery innovations through a feasibility study and quality assurance process to select the most sustainable innovations for full implementation;
- (vi) 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;
- (vii) Motivate and facilitate research into the process and products of public service delivery 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;
- (viii) 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;
- (ix) Develop systems to recognize and commercialize suitable public service innovations;
- (x) Partner with academia to study and share innovative learning on public service delivery innovations; and
- (xi) Establish institutional research units dedicated to public service delivery innovation tracking and impact analysis.

3.9 Information, Communication and Knowledge Management

The Government will establish information, communication and knowledge management systems and frameworks for public service delivery innovations.

Interventions

Public Service institutions will:-

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

SECTION FOUR: INSTITUTIONAL FRAMEWORK

4.1 Preamble

This Chapter presents the institutional framework for mainstreaming service delivery innovation in the Public Service indicating the institutions and the specific roles to be undertaken to ensure successful implementation of the Strategy.

The institutions include;

- (i) The National and County Government Coordinating Summit;
- (ii) The Cabinet;
- (iii) The Ministry responsible for the Public Service;
- (iv) Inter-Agency Committee on Innovation in Public Service Delivery;
- (v) Inter-Governmental Public Service Forum;
- (vi) Ministries, Departments, Agencies and Counties;
- (vii) Centre for Public Service Innovation;
- (viii) Intellectual Property institutions;
- (ix) Kenya School of Government;
- (x) The National Treasury

4.2 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 to support implementation of public service delivery innovation;
- (iii) Champion a culture of service delivery innovations in the National and County Governments;
- (iv) Receive progress reports on implementation of the Public Service Innovation Strategy; and
- (v) The reports will outline emerging innovations, recognition and awards, and impact assessment.

4.3 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.

4.4 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 Strategy;
- (iv) Receive reports on implementation of public service delivery innovation and submit to Cabinet and Summit;
- (v) Monitor and Evaluate implementation of the strategy;
- (vi) Establish the Public Service Innovation centre/hub;
- (vii) Promote awareness on intellectual property protection in liaison with intellectual property institutions;
- (viii) Undertake research, receive feedback, analyse and share;
- (ix) Develop a financial resource strategy to support the innovation process;
- (x) Include leadership public service delivery innovation training in leadership induction program; and
- (xi) Mobilize and ring fence resources for public service delivery innovations.

4.5 Inter-Agency Committee on Innovation in Public Service

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.

4.6 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.

4.7 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 and;
- (iii) Promote inter-County collaboration and consultation in service delivery innovation and sharing of best practice and lessons learnt.

4.8 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;
- (vi) Define and classify public service delivery innovation; and
- (vii) Show case and exhibit public service delivery innovations in the centre

4.9 Ministries, Departments, Counties and Agencies (MDCAs)

MDCAs will:

- (i) Incorporate public service delivery innovation in codes of conduct, citizen service delivery charters, *strategic plans*, performance contracts, and staff performance appraisal;
- (ii) Provide resources and enabling environment to facilitate staff to innovate;
- (iii) Identify and address impediments to public service delivery innovation;
- (iv) Foster sharing of experiences, collaboration and partnerships in public service delivery innovation;
- (v) Implement recognition and award schemes to encourage public service delivery innovation;
- (vi) Establish an internal specialized function on public service delivery innovation;
- (vii) Develop and implement innovation 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.

4.10 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 and disputes in public service delivery innovation.

4.11 Kenya School of Government

The School will:

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

4.12 The National Treasury

The National Treasury will support public service delivery innovations by providing financial resources, establishing a conducive regulatory environment, and fostering collaboration between different government entities. Specifically it will:-

- (i) Allocate specific funds to support innovation projects, potentially through a dedicated innovation fund or by earmarking funds within existing budgets for innovative initiatives;
- (ii) Provide a flexible approach to budget allocation that can allow for experimentation and learning from failures, fostering a culture of innovation;
- (iii) Invest in key technologies and infrastructure that enable public service innovation, such as digital platforms or data analytic tools; and
- (iv) Facilitate adoption of innovative solutions from various vendors, including start-ups and technology companies through commitments in budgetary provisions.

SECTION FIVE: MONITORING, EVALUATION, REPORTING AND LEARNING

5.1 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.

5.2 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

5.3 Evaluation

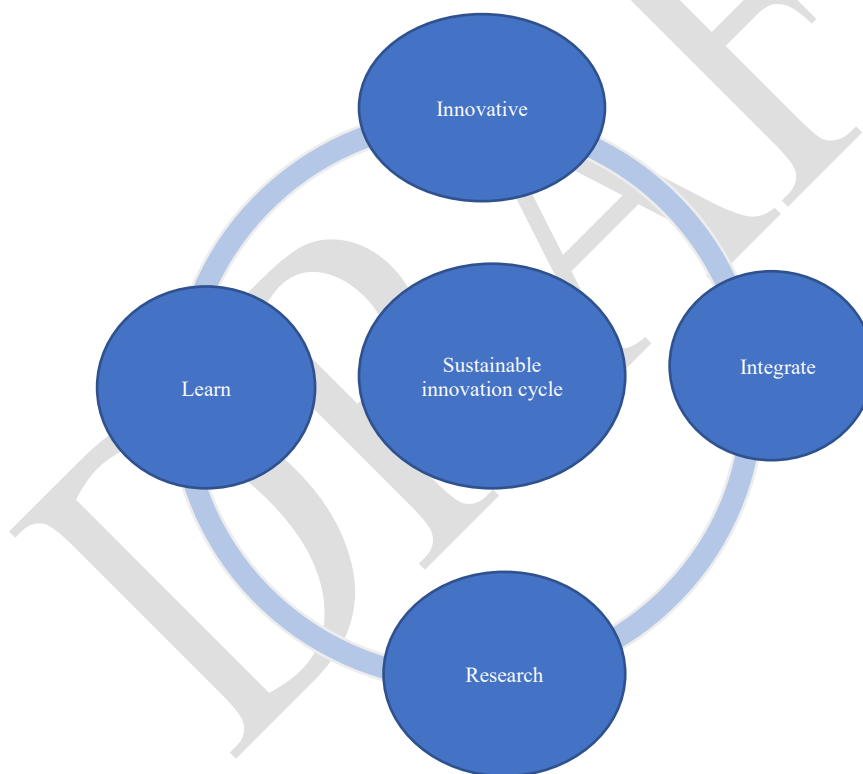
Each public service institution will set annual targets based on each innovation indicator specified in the MER Framework. These innovation targets will be compared with the actual achievement on quarterly basis, and the difference recorded. Quantitative and qualitative data will be analysed to reveal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

5.4 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.

5.5 Learning

The implementation of previous innovation strategies has revealed critical lessons that inform the revised approach to public service delivery innovation. First, the absence of a centralized monitoring and evaluation mechanism limited the ability to track progress, assess impact, and scale successful innovations across institutions. Fragmented reporting, weak feedback loops, and minimal documentation of outcomes hindered organizational learning and institutional memory. Additionally, the lack of structured knowledge-sharing platforms impeded cross-sectoral collaboration and replication of best practices. These gaps underscored the importance of embedding robust Monitoring, Evaluation, Reporting, and Learning systems within the innovation framework to support evidence-based decision-making, continuous improvement, and adaptive implementation. The current Strategy incorporates these lessons to foster a culture of accountability, learning, and data-driven performance improvement across all levels of the public service.



Strategic issue 1: Culture of Innovation

Strategic Objective: To inculcate a dynamic culture in the public service organizations that values, recognizes, nurtures, celebrates and sustains creativity and innovativeness.

Strategy	Intervention	Actors	Time frame	Indicators	Outcome
Take measures to inculcate a dynamic culture in the public service organizations that values, recognizes, nurtures, celebrates and sustains creativity and innovativeness in public service delivery	(i) Develop training and sensitization programs that stimulate attitudinal change in favour of innovation; (ii) Design systems for recognition and reward for employee contribution to innovation processes; (iii) Encourage generation of ideas and experimentation as well as knowledge sharing and mentoring of staff; (iv) Create work environment with infrastructure, facilities and programs that maximise creativity of employees and encourage innovation; (v) Mainstream innovation in strategic plans; (vi) Provide incentives to staff including time, authority and resources to facilitate development of innovative solutions; (vii) Develop systems to facilitate identification and redress of systemic impediments to service delivery innovations; (viii) Promote in-house culture that facilitates learning and innovation; (ix) Brand and promote local innovations in service delivery;	<ul style="list-style-type: none"> Ministry for Public Service The National Treasury MDACs 	2025-2030	<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

Strategy	Intervention	Actors	Time frame	Indicators	Outcome
	(x) Establish cross-functional innovation teams to drive implementation of innovations and continuous improvement; and (xi) Use an appropriate innovation toolkit to guide the innovation process.				

Strategic issue 2: Capacity Building

Strategic Objective: To develop and implement capacity building programmes (institutions, human resources and systems) to facilitate and manage service delivery innovations.

Strategy	Intervention	Actors	Timeframe	Indicators	Outcome
Develop and implement capacity building programmes (institutions, human resources and systems) to facilitate and manage service delivery innovations.	(i) Undertake capacity building initiatives to continuously upgrade employee knowledge and skills to innovate; and (viii) Facilitate participation in international, continental, regional and local public service innovations events for exposure. (ix) Establish structured mentorship and coaching programs to build innovation competencies among staff; (x) Integrate innovation modules into in-service and induction training programs; and (xi) Partner with academic and research institutions to enhance staff knowledge and access to emerging innovations.	<ul style="list-style-type: none"> Ministry for Public Service MDAs 	2025 to 2023	<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 3: Leadership and Innovation

Strategic Objective: To promote leadership that supports service delivery innovation in public service.

Strategy	Intervention	Actors	Timeframe	Indicators	Outcome
Develop programs to promote leadership that supports service delivery innovation in public service.	<ul style="list-style-type: none"> (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; (vii) Designate public service delivery innovation champions for projects or issues; (viii) Integrate public service delivery innovation leadership competencies into executive development programs; and 	<ul style="list-style-type: none"> • Ministry for Public Service • MDACs • Kenya School of Government 	2025 to 2030	<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

Strategy	Intervention	Actors	Timeframe	Indicators	Outcome
	(ix) Embed public service delivery innovation in leadership accountability frameworks.				

Strategic issue 4: Ideation and Recognition

Strategic Objective:

- (i) To recognize, celebrate and award Public Service Delivery innovations and innovators to encourage and sustain a culture of creativity.
- (ii) To provide an enabling environment for generation of innovative ideas, identification and harnessing of public service delivery innovations

Strategy	Intervention	Actors	Time frame	Indicators	Outcome
Institutionalize a scheme to recognize, celebrate and award Public Service Delivery innovations and innovators to encourage and sustain a culture of creativity.	(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; (viii) Publish and publicize public service delivery innovations and innovators;	<ul style="list-style-type: none"> • Ministry for Public Service • MDACs 	2025 to 2030	<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

Strategy	Intervention	Actors	Time frame	Indicators	Outcome
	<p>(ix) Introduce innovation leaderboards to highlight top-performing individuals and institutions in real time;</p> <p>(x) Establish a hall of fame or innovation gallery to document and showcase impactful public service innovations; and</p> <p>(xi) Develop non-monetary recognition such as commendation letters, professional development opportunities, and media features to inspire a culture of innovation.</p>				
Develop mechanisms to provide an enabling environment for generation of innovative ideas, identification and harnessing of public service delivery innovations	<p>(i) Identify competent, interested and motivated partners;</p> <p>(ii) Establish and support collaborative partnerships in the implementation of public service delivery innovations;</p> <p>(iii) Build formal and informal communities of practice and networks for sharing experiences on public service delivery innovations and learning from each other;</p> <p>(iv) Develop joint innovation programs with academic institutions, private sector, and civil society organizations;</p> <p>(v) Leverage public-private partnerships to fund, pilot, scale up and replicate</p>	<ul style="list-style-type: none"> Ministry for Public Service MDACs 	2025 to 2030	<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

Strategy	Intervention	Actors	Time frame	Indicators	Outcome
	<p>public service delivery innovative solutions in service delivery;</p> <p>(vi) Collaborate with regional and international networks to benchmark and adopt best practices in public service delivery innovation; and</p> <p>(vii) Formalize collaboration frameworks through Memoranda of Understanding (MoUs) with public service delivery innovation stakeholders.</p>				

Strategic issue 5: Partnership and Collaboration

Strategic Objective: To establish partnerships, collaborations and networks with various partners and stakeholders in prototyping, piloting, up-scaling and replication of service delivery innovations

Strategy	Intervention	Actors	Time frame	Indicators	Outcome
Establish partnerships, collaborations and networks with various partners and stakeholders in prototyping, piloting, up-scaling and replication of service delivery innovations.	<p>(i) Identify competent, interested and motivated partners;</p> <p>(ii) Establish and support collaborative partnerships in the implementation of service delivery innovations;</p> <p>(iii) Build formal and informal communities of practice and networks for sharing experiences on public service delivery</p>	<ul style="list-style-type: none"> Counties MDAs 	2025 to 2030	<ul style="list-style-type: none"> Database for partners and collaborators List of identified partners Innovation champions identified 	Synergy in public service innovation

Strategy	Intervention	Actors	Time frame	Indicators	Outcome
	<p>innovations and learning from each other;</p> <p>(iv) Develop joint innovation programs with academic institutions, private sector, and civil society organizations;</p> <p>(v) Leverage public-private partnerships to fund, pilot, scale up and replicate innovative solutions in service delivery;</p> <p>(vi) Collaborate with regional and international networks to benchmark and adopt best practices in innovation; and</p> <p>(vii) Formalize collaboration frameworks through Memoranda of Understanding (MoUs) with innovation stakeholders.</p>				

Strategic issue 6: Resource Mobilization

Strategic Objective: To develop and operationalize mechanisms for mobilizing resources and providing adequate budgetary support for public service delivery innovations

Strategy	Intervention	Actors	Timeframe	Indicators	Outcome
Develop and operationalize mechanisms for mobilizing resources and providing adequate budgetary	<p>(i) Ensure service delivery innovation is prioritized in the National Budget by:</p> <p>(a) Aligning the service delivery innovations to the identified five broad pillars in the Medium Term</p>	<ul style="list-style-type: none"> • The Cabinet • Ministry for Public Service • The National 	2025 to 2030	Budget line for innovations in Counties and MDAs	Adequate funding for public service innovations

Strategy	Intervention	Actors	Timeframe	Indicators	Outcome
support for public service delivery innovations.	<p>Fiscal Framework (MTFF) and subsequent adjustments; and</p> <p>(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).</p> <p>(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;</p> <p>(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</p> <p>(iv) Ring-fence funding for research and public service delivery innovations.</p> <p>(v) <i>Establish performance-based financing mechanisms to reward impactful innovations;</i></p> <p>(vi) <i>Encourage Public Service innovation funding through corporate social responsibility (CSR) and innovation grants; and</i></p>	<ul style="list-style-type: none"> • Treasury • MDACs 			

Strategy	Intervention	Actors	Timeframe	Indicators	Outcome
	(vii) <i>Develop a public service delivery innovation investment framework to track, evaluate and report returns on investment in public service innovation.</i>				

Strategic issue 7: Research and Knowledge Management

Strategic Objective:

- (i) To promote research and learning to foster sustainability of public service delivery innovations
- (ii) To embrace information, communication and knowledge management by documenting innovations and the innovators and sharing information on innovations.

Strategy	Intervention	Actors	Timeframe	Indicators	Outcome
Promote research and learning to foster sustainability of public service delivery innovations	<ul style="list-style-type: none"> (i) Undertake regular surveys to establish gaps in infrastructure, technology and skills in relation to public service delivery innovations; (ii) Equip public servants with problem-solving skills and knowledge of the challenges faced by citizens and expose them to innovative public service delivery solutions; (iii) Facilitate public servants who propose innovative solutions to solve public service challenges; (iv) Facilitate pilot implementation of promising public service delivery innovations; (v) Pass fledgling public service delivery innovations through a feasibility study and quality assurance process to select 	<ul style="list-style-type: none"> • Ministry for Public Service • MDACs 	2025 to 2030	Published	A repository of innovations for improved sharing and benchmarking

Strategy	Intervention	Actors	Timeframe	Indicators	Outcome
	<p>the most sustainable innovations for full implementation;</p> <p>(vi) 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;</p> <p>(vii) 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;</p> <p>(viii) 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;</p> <p>(ix) Develop systems to recognize and commercialize suitable public service innovations;</p> <p>(x) Partner with academia to study and share innovative learning on public service delivery innovations.</p>				

Strategy	Intervention	Actors	Timeframe	Indicators	Outcome
	<ul style="list-style-type: none"> (xi) Establish institutional research units dedicated to innovation tracking and impact analysis. (iv) Develop mechanisms for collecting information on innovations and innovators, documenting, organizing, sharing or disseminating it to stakeholders to facilitate benchmarking on best practices; (v) Establish both virtual and physical Information Communication Knowledge Management (ICKM) sharing platforms; and (vi) Deposit existing and emerging service delivery innovations in the one-stop shop public service delivery innovations center/hub. 				
Embrace information, communication and knowledge management by documenting innovations and the innovators and sharing information on innovations.					

SECTION SIX: RISK MANAGEMENT

6.1 Preamble

This chapter outlines a structured approach to managing risks associated with the implementation of the Public Service Delivery Innovation Strategy. Effective risk management is critical in ensuring the successful adoption, implementation, and sustainability of innovative public service delivery practices. By proactively identifying, assessing, mitigating, and monitoring risks, MDAs can enhance their resilience to challenges and maximize the impact of public service delivery innovation initiatives.

6.2 Strategy Assumptions

This Strategy assumes that:

- (i) The existing legislative framework will facilitate implementation of the 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;
- (v) New codes of conduct for public servants will be consistent with the provisions of the Strategy;
- (vi) Institutional core values and service charters will be revised or developed to align with the Strategy;
- (vii) Adequate resources will be availed for the implementation of the Strategy; and
- (viii) ICT infrastructure in place is adequate and will be used.

6.3 Risk Identification and Assessment

The following identified risks pose potential challenges to the successful implementation of the Strategy. The risks are further assessed in terms of their likelihood, impact level and mitigation measures in the risk matrix below:

- (i) Resistance to change or delayed buy-in;
- (ii) Inadequate budgetary allocation;
- (iii) Unsuccessful innovations that may undermine public confidence and support for the strategy;
- (iv) Inadequate ICT infrastructure and low uptake of technology; and
- (v) Intellectual property rights protection challenges.

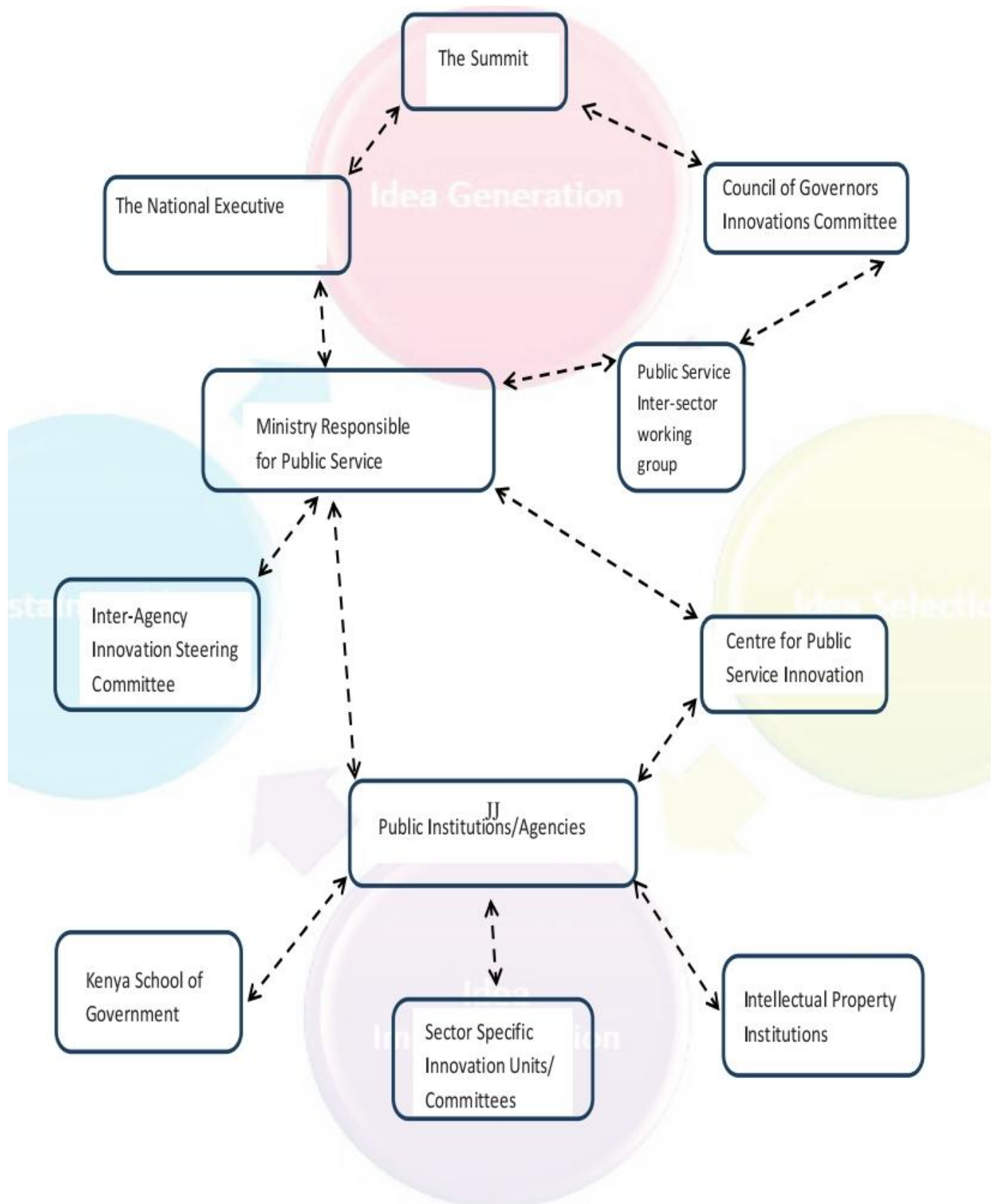
Risk Matrix

Risk	Likelihood	Impact	Risk Level	Mitigation Measures
<i>Resistance to Change or Delayed Buy-In</i>	Medium	High	High	<ul style="list-style-type: none"> ❖ Develop change management programs to address cultural resistance and promote a mind-set shift toward public service delivery innovation ❖ Sensitize leadership on the strategy and the critical role played by the Public Service delivery innovation
<i>Inadequate Budgetary Allocation</i>	High	High	High	<ul style="list-style-type: none"> ❖ Develop a resource mobilization strategy that includes public-private partnerships, bilateral/multilateral funding, and ring-fenced budget lines for public service delivery innovation.
<i>Unsuccessful Innovations that may undermine public confidence and support for the strategy</i>	Medium	Medium	Medium	<ul style="list-style-type: none"> ❖ Implement a robust feasibility study and quality assurance process to evaluate public service delivery innovations before full-scale implementation. ❖ Foster a culture that views unsuccessful public service delivery innovations as learning opportunities, encouraging documentation and sharing of lessons learned.
<i>Inadequate ICT Infrastructure and low uptake of technology</i>	Medium	High	High	<ul style="list-style-type: none"> ❖ Collaborate with the Ministry of ICT, private sector, and development partners to address infrastructure gaps, particularly in underserved areas.
<i>Intellectual Property Protection Challenges</i>	High	High	High	<ul style="list-style-type: none"> ❖ Conduct awareness campaigns and training on IP laws and procedures.

6.4 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	Implementation
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	
My organization is good at managing risky innovative ideas.	1	2	3	
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	
	Agree	Partially agree	Do not agree	Phase
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	Sustaining
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

	Genera tion	Selectio n	impleme n tation	Sustaini ng	Diffusi on
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	•	•	•	•	•