

REPUBLIC OF KENYA



THE PRESIDENCY
MINISTRY OF PUBLIC SERVICE, YOUTH AND GENDER AFFAIRS

PUBLIC SERVICE TRANSFORMATION FRAMEWORK

Transforming Kenya
Our Country Our People Our future
2017-2022

June, 2017





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TABLE OF CONTENTS

FOREWORD	iv
STATEMENT BY CHIEF OF STAFF AND HEAD OF PUBLIC SERVICE.....	vi
ACKNOWLEDGEMENT	viii
DEFINITIONS OF TERMS.....	ix
ABBREVIATIONS AND ACRONYMS.....	xii
EXECUTIVE SUMMARY	xiii
Objectives of the Framework	xiii
Organization of the Framework	xiv
CHAPTER ONE: TRANSFORMATION; BACKGROUND AND CONTEXT TRANSFORMING KENYA	1
1.0 Background	1
1.1 Rationale.....	3
1.2 Constitutional and Legislative Imperative.....	3
1.3 Objective.....	4
1.3.1 Specific Objectives.....	4
1.4 Expected Outcome	4
1.5 Scope	4
1.6 Core Values	5
1.7 Sustaining the Transformation Momentum.....	6
1.8 Challenges.....	6
1.9 Benchmarking with Other Countries on Transformation.....	8
CHAPTER TWO: PUBLIC SERVICE TRANSFORMATION FRAMEWORK PILLARS IN CONTEXT.....	11
2.0 Preamble	11
2.1 Pillar 1: Developing and Managing Human Capital	12
2.1.1. Objective.....	12
2.1.2 Strategic Measures	12
2.1.3 Key Activities	13
2.1.4 Quick Wins.....	13

2.2 Pillar 2 – Transformative and Value-Driven Leadership13

 2.2.1 Objective.....14

 2.2.2 Strategic Measures14

 2.2.3 Key Activities15

 2.2.4 Quick Win15

2.3 Pillar 3 – Fit- for- Purpose Institutions.....15

 2.3.1 Objective.....15

 2.3.2 Strategic Measures15

 2.3.3 Key Activities16

 2.3.4 Quick Wins.....16

2.4 Pillar 4 - Efficient and Effective Citizen Centered Service Delivery16

 2.4.1 Objective.....17

 2.4.2 Strategic Measures17

 2.4.3 Key Activities17

 2.4.4 Quick Wins.....17

2.5 Pillar 5 - Productivity, Innovation and Global Competitiveness18

 2.5.1 Objective.....18

 2.5.2 Strategic Measures18

 2.5.3 Key Activities18

 2.5.4 Quick Wins.....19

CHAPTER THREE: IMPLEMENTATION, MONITORING, EVALUATION AND REPORTING20

3.0 Preamble20

3.1 Monitoring.....20

3.2 Performance Measurement/Evaluation20

3.3 Reporting.....21

3.4 Pillars of the M, E&R Framework.....21

3.5 Implementation M, E&R transformation Model23

CHAPTER FOUR: THE INSTITUTIONAL FRAMEWORK	
IMPLEMENTATION	25
4.0 Preamble	25
4.1 Existing Structures and Agencies.....	25
4.1.1 Principal Secretaries, Chief Executives and Chief Officers.....	27
4.1.2 National Level	27
4.1.3 County Level	28
4.1.4 Constitutional Commissions and Independent Offices	28
4.1.5 The Parliamentary Committees on Public Service and Administration	29
4.2 New Structures and Agencies	29
4.3 Legislation.....	29
4.4 Financial Implications	30
4.5 Costing the Transformation Process	30
4.6 Resourcing the Transformation Process.....	30
4.7 External Sources of Funding	31
4.8 Absorption of Costs	31
4.9 Way Forward.....	31
Template for The PSTF 2018-2022 Monitoring Indicators:	36
Outcome & Output Indicators.....	36
Stakeholder Analysis.....	40

FOREWORD

The Public Service Transformation Framework is a great milestone in the Public Sector Reforms. This Framework ushers in a new phase of reforms guided by the Constitution and the Kenya Vision 2030. It takes into account the aspirations of global and regional frameworks including Sustainable Development Goals (SDG's) and the African Union Agenda 2063.

For the Public Service to carry out its vital role in development, the performance, attitude and management approaches of Public servants must be transformed. It is the transformation that will ensure delivery of quality services to Kenyans. This however, requires a shift of focus from process to result. The new path being charted is about integrating service delivery, ensuring that there is a clear line of sight from the Constitution, Vision 2030 and the Medium Term Plans. It also includes a clear correlation with Sector Plans, Ministerial Strategic Plans, County Integrated Development Plans, Annual Work Plans, Performance Contract Targets and Staff Performance Appraisals.

The Public Service Transformation Framework agenda is set to focus on four key principles; *transparency, collaboration, innovation and results oriented*. The Framework is premised on five key pillars, namely: *(i) Human capital management, (ii) Transformative and value-driven leadership, (iii) Fit-for-purpose public institutions, (iv) Effective and efficient service delivery, (v) Productivity, innovation and global competitiveness*. The Framework therefore, presents a “Do-It-Yourself” approach in which Government entities across the Public Service are expected to adopt.

The Framework also, highlights how to build: high performing institutions; transformative leaders; productive human capital; citizen- centred service delivery; internal effectiveness as well as accountability; and adopt lean management practices and

techniques which focus on effective use of resources to increase productivity and capacity. Fundamentally, it provides a blueprint for performance improvement programmes in the Public Service.

The implementation of this Framework will therefore, augment the Government's efforts to improve service delivery while ensuring that Kenyans receive value for money. It will also holistically and comprehensively transform Public Service, making it able to provide efficient and effective services to Kenyans.

I urge all stakeholders in the public service to join in this Journey of *Transforming Kenya, Our Country, Our People, Our future.*

Sicily K. Kariuki (Mrs), EGH



CABINET SECRETARY

MINISTRY OF PUBLIC SERVICE, YOUTH AND GENDER
AFFAIRS

STATEMENT BY CHIEF OF STAFF AND HEAD OF PUBLIC SERVICE

The role of the Public Service is to implement Government policies through priority development programmes. An effective and efficient Public Service is critical to national economic growth and development. It is therefore, important that Public service resources are deployed to their best effect during the implementation of Government policy priorities.

The Framework, has been necessitated by the limited resources and citizens high expectations of the Public Service, requiring that Government prudently and strategically deploy resources effectively to implement Government policy priorities.

The Framework has therefore, been developed to provide a structure for the Public Service institutions to look internally and review their policies, legislation, regulations and administrative structures and align them to the Constitution of Kenya and Vision 2030. Ministries, Departments and Agencies (MDA's) should therefore, develop their internal frameworks guided by the Public Service Transformation Framework to facilitate a robust dialogue with the citizens.

The Public Service Transformation Framework is not a programme by the Government for the Government, it is a transformation programme for Kenya, its people and its future through the Public Service. It has been, designed using the "outside in" approach, that is by listening to Kenyans and what is important to them and the implementation should follow the same pattern.

The Framework therefore, provide the structure whereby all stakeholders can embrace the spirit and letter of transformation and put in concerted efforts to deliver the promise of the Constitution of Kenya and aspirations of Kenya Vision 2030.

I urge all public servants to join in the journey and focus on transforming the Public Service for a citizen focused service delivery.



Dr. Joseph K. Kinyua, EGH

CHIEF OF STAFF AND HEAD OF PUBLIC SERVICE



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ACKNOWLEDGEMENT

We wish to acknowledge with much gratitude all the awesome people who, in one way or another, contributed towards the development of the Public Service Transformation Framework (PSTF).

Special thanks go to Sicily K. Kariuki, EGH Cabinet Secretary, Ministry of Public Service, Youth and Gender Affairs for her valuable guidance, dedication and support during the entire process.

We are also greatly indebted to Dr. Joseph K. Kinyua, EGH Chief Of Staff and Head of Public Service who provided valuable guidance, goodwill and support in the process of conceptualization and design of the Framework.

Further, we wish to appreciate the Council of Governors, Ministries, Departments, Agencies and our stakeholders who tirelessly facilitated senior officers to interrogate the Framework to ensure that it captured the aspirations of the public. Their continued support and collaboration in improving the Framework to ensure that it would provide the desired transformation in the service delivery in public services was overwhelming.

We recognize both individually and collectively the contributions of the members of the technical team, Heads of Departments and other staff of the Ministry of Public Service Youth and Gender Affairs. In particular, we acknowledge the efforts of the staff of the Directorate of Public Service Management who worked tirelessly to ensure that the Framework and enabling instruments and guidelines were completed in time in readiness for roll-out in the Service.

It has been a long journey but the resultant Public Service Transformation Framework, makes it worthwhile. I thank you all as I rally all the public service organizations to purpose to implement the Framework to ensure we deliver a transformed service for the transformation of Kenya



Lillian Mbogo-Omollo, CBS
PRINCIPAL SECRETARY
STATE DEPARTMENT FOR PUBLIC SERVICE AND YOUTH
AFFAIRS

DEFINITIONS OF TERMS

Empowerment: A participative climate and condition that allows followers to respond quickly and flexibly to change in organizational and environmental demands

Key Performance Indicator: A set of quantifiable measures to indicate specific outcomes of the initiatives in realizing public service transformation.

Leadership: A process by which a person or persons influence others towards achieving an objective and delivers them in a way which makes them more cohesive and coherent.

Management: The process of getting activities completed efficiently with and through other people; the process of setting and achieving goals through the execution of five basic management functions; planning, organization, staffing, directing and controlling; that utilize human, financial and material resources.

Boards: Refers to County Public Service Boards, County Assembly Public Service Boards, Boards of Management of State Agencies and Corporations.

New Public Management: A label used to describe a management culture that emphasizes the centrality of the citizen or customer as well as accountability for results.

Performance: Deals both with the how and what of fulfilling commitments. “What” deals with the specific accomplishments of an executive, the “how” with the manner of carrying it out.

Performance Contracting: An effective and promising means of improving performance of the public sector. It is an agreement between the government and the public agencies which aligns their goals and objectives to the Kenya government strategic objectives in the National Development Plan.

Performance Management: A systematic process for improving organizational performance by developing the performance of individuals and it teams.

Pillars - the foundation for the Public Service Transformation plan based on six drivers, which is to be aligned with National and County governments' vision and direction.

Public Services: Refers to services provided by the whole Government to its citizens, either directly, through the individual Public Service organizations or by financing private provisions of service.

Public Service Transformation Framework - A conceptual framework developed to set the direction for a public service transformation agenda.

Result Based Management: A participatory and team based management approach designed to achieve defined results by improving planning, programming, management efficiency, effectiveness, accountability and transparency.

Reforms: A process involving deliberate and planned change, innovation and improvement, need to cope with rapid changes, and application of a combination of strategies some of which are highly technical.

Rapid Results Initiative: A planned effort designed to stimulate 'group adrenalin' by galvanizing a team around the achievement of meaningful, challenging results in a short period of time.

Transformation Framework: A set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent plan.

Transformational Leadership: A process which occurs when one or more persons engage with others in such a way that leaders

and followers raise one another to higher levels of motivation and morality.

Transformation process: Principles concerned with the transformation of inputs into outputs and outcomes. The framework governing transformation comprises a range of institutions such as formal rules, standard operating procedures, legal covenants as well as norms, customs and unwritten codes of conduct.

Strategic Measures - Priorities that outline the strategic thrusts, which should be developed according to each organization's direction, vision, mission and values.

Quick Wins - Initiatives that can be implemented quickly and with immediate benefits to kick start and sustain the momentum of transformation Initiative; planned activities or projects that would serve to transform public service delivery.

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ABBREVIATIONS AND ACRONYMS

BPR	Business Process Re-engineering
CEC	County Executive Committee Members
CSRPs	Civil Service Reform Programs
CG	County Government
COs	Chief Officers
CIDPs	County Integrated Development Plans
DPSM	Directorate of Public Service Management
ERSWEC	Economic Recovery Strategy for Wealth and Employment Creation
ICT	Information, Communication and Technology
IEC	Information, Education and Communication
KPIs	Key Performance Indicators
KSG	Kenya School of Government
ME&R	Monitoring, Evaluation and Reporting
MTPs	Medium Term Plans
MTS	Medium Term Strategy
MDAs	Ministries, Departments and Agencies
NPM	New Public Management
PCK	Productivity Centre of Kenya
PFMR	Public Financial Management Reforms
PSTF	Public Service Transformation Framework
PSTT	Public Service Transformation Teams
RBM	Result Based Management
RRA	Rapid Results Approach
RRI	Rapid Results Initiative
SRC	Salaries and Remuneration Commission
STPs	Strategic Transformation Plans
OPEX	Operating Excellence

EXECUTIVE SUMMARY

The Public Service Transformation Framework has been designed to support the Government's agenda for accelerating transformation of the Country into a globally competitive, rapidly industrializing middle-income nation by the year 2030. To achieve this Vision, the public service is expected to play a critical role in providing an enabling environment to the: private sector; civil society; the citizenry; and international organizations to be more effective partners as engines of socioeconomic development. The Framework therefore, supports the transformation of the Public Service into an organization that is effective and efficient in its service delivery.

Objectives of the Framework

The main objective of the Framework is to provide guidance for National and County public services and other government agencies in developing and implementing their own strategic transformation plans. The Framework is therefore, founded on Five Pillars that is: the Human Capital Management; Transformative and Value Driven Leadership; Fit for purpose Public Service organization; Efficient and Effective Service Delivery Systems and Processes; and Enhanced Productivity Innovation and Global Competitiveness.

The First pillar on Human Capital Management advocates producing highly, competent, talented and skillful public servants. The Second pillar on transformative and value driven leadership aims at entrenching leadership through the best practices in the public sector along the tenets of the Constitution. The Third pillar aims to create dynamic, fit-for purpose, lean, open and highly capable organizations. The Fourth pillar emphasizes on enhancing efficiency and effectiveness in the public service delivery based on customer needs and citizen-centricity. The Fifth pillar is on productivity and global competitiveness.

Organization of the Framework

This Public Service Transformation Framework (PSTF) is presented into four Chapters.

Chapter One: Provides the rationale for Transformation of the Public Service at the two levels of Government giving the background and context of the transformation.

Chapter Two: Describes the Public Service Transformation pillars giving key elements which are fundamental to the transformation of Public Service.

Chapter Three: Describes the implementation, monitoring, evaluation and reporting.

Chapter Four: Discusses the Institutions and Institutional mechanisms responsible for driving and implementing the transformation process. They fall into two broad categories: transformation structures and agencies, both existing and to be created.

CHAPTER ONE

TRANSFORMATION; BACKGROUND AND CONTEXT TRANSFORMING KENYA

1.0 Background

The National Development Agenda is to transform Kenya into a globally competitive nation with high quality of life for its entire citizen and safe and secure environment, by the year 2030. The Vision envisages government wide economic, political and social transformation.

In Article 6(3) of the Constitution, National state organs are required to ensure reasonable access to their services in all parts of the Republic. Article 176(2) requires County governments to decentralize their functions and provision of services to the lowest efficient and practicable units. Indeed the transformation of service delivery to the public as envisaged in the Constitution requires effective and efficient Public Service organizations at both levels of Government.

At the national level, Article 233 of the Constitution creates the Public Service Commission to administer the Public Service. The Public Service Commission Act, 2012 makes further provision as to the functions, powers and administration of the Public Service. Section 57 of the County Governments Act, 2012 establishes County Public Service Board in each County. The Constitution including State Corporations Act and other legislations, further provides for management structures and Boards for managing other state agencies. The functions of the Commission and the Boards are to create and manage an efficient system of Public Service delivery.

The transformation of public service delivery to the public must therefore, reflect the National Values and Principles of Governance spelt out in Article 10, the provisions of Chapter Six

of the Constitution on Leadership and Integrity and the Values and Principles of Public Service under Article 232.

The Inter-governmental Act 2012 Sections 8, 20 and 27 provides that services be delivered within service standards and norms as provided for each power and function under relevant laws. Article 201 of the Constitution gives provisions for ensuring openness and accountability including public participation in all financial matters, promoting equitable development and special provision for marginalized groups and areas. The Constitution further provides that public servants will ensure that the burden and benefit of the use of resources on all public borrowing is shared between current and future generations.

Whereas County Governments have been tasked with service delivery, the National Government has a crucial support function of policy development, regulatory function, capacity building and financial facilitation to the counties. Each level of Government is expected to satisfactorily undertake their portion of service delivery for devolution to deliver the desired outputs.

Transformation of the Public Service is, therefore, necessary to support the Country's transformation agenda to remain competitive globally and accomplish the Vision by 2030.

The Public Service Transformation Framework (PSTF) has therefore, been designated to rally the Public Service organizations transformation efforts and is founded on five pillars namely:

- (1) Effective human capital management;
- (2) Transformative and value-driven leadership;
- (3) Fit for purpose public institutions;
- (4) Efficient and effective service delivery systems and processes;
- and
- (5) Enhanced productivity, innovation and global competitiveness.

In undertaking public service delivery, citizen focus must be

at the core. The willingness of public servants to change is very much dependent upon communication and efficient information dissemination. It is important to gain their confidence and cooperation in realizing organizational transformation. They should be transformed to have ownership of the service and the process.

1.1 Rationale

Changes to the Public Service are important to ensure that citizen's benefit from the attainment of high impact outcomes through the services rendered. A high-performing Public Service therefore, requires public servants who are responsive to citizen's needs. They must fulfill their stakeholders' and customers' needs as well as increase accountabilities in all actions.

Transformation is important to ensure that the Public Service can quickly adapt and constantly change according to the prevailing situation. The days of "*Government-knows-best*" are fast coming to an end as the situation today requires the Government to listen to the ideas, views and suggestions, from the citizenry. A futuristic Public Service should therefore, focus on the outcomes and impacts of services delivered as the inputs and processes will quickly become irrelevant if the expected impact is not achieved. It is expected that the outcome of the Framework will be a more responsive, highly productive, globally competitive and value-based Public Service, leading to improved quality of life for citizens.

1.2 Constitutional and Legislative Imperative

The Framework specifically supports the Constitution to restructure the Public Service to ensure that it is more effective in service delivery and contributes to better fiscal expenditure and management. Articles 10, and 46 provides for performance management taking cognizance of national values and principles of governance. This is also reinforced by the County Government Act, Sections 45, 57, 103, 109, 113, 115, which provide for performance management for County Governments. Article 232,

provides that service delivery must comply with the Values and Principles of Public Service. Article 201 of the Constitution and the Public Finance Management Act 2012, also provides for openness and accountability, public participation in all financial matters, promotion of equitable development including special provision for marginalized groups and areas.

1.3 Objective

The principal objective of this Framework is to establish strategies to guide National and County Governments and other public institutions, to restructure their public services to ensure that they are effective in service delivery.

1.3.1 Specific Objectives

The specific objectives of the Framework are:

- i. Facilitate development and implementation of human capital management strategies;
- ii. Inculcate transformative and value-driven leadership in Public Service;
- iii. Create Fit-for- purpose Public Institutions;
- iv. Enhance efficiency, effectiveness and citizen service delivery; and
- v. Institutionalize Public Sector productivity, innovation and global competitiveness.

1.4 Expected Outcome

A Public Service which is citizen centered, efficient and effective in its service delivery.

1.5 Scope

The scope of this Framework is guided by the provisions of the Constitution, 2010 as well as the Vision 2030 and Sustainable Development Goals, regarding the transformation and

developmental roles of the Public Service. Its application therefore, covers Public Service organizations, which are regulated by the National Values and Principles of Governance and Public Service Values and Principles.

1.6 Core Values

The Public Service Transformation Framework will be implemented within following the Values and Principles in Article 10 and 232 of the Constitution:

- i) **Accountability and Transparency:** All business and service delivery shall be undertaken in a transparent and accountable manner.
- ii) **Equity and Equality:** Promote fairness and equal distribution of resources and services at the National and County level.
- iii) **Professionalism and ethical practices:** Uphold highest moral standards and professional competence in their service delivery.
- iv) **Teamwork and Passion for Results:** Relentlessly pursue timely attainment of targeted results through high level of coordination, networking, teamwork and collaboration.
- v) **Honesty and Integrity:** Promote openness, uprightness and reliability while executing their mandate.
- vi) **Innovativeness and Creativity:** Commitment to innovativeness, inventiveness, resourcefulness and visionary planning in service delivery.
- vii) **Efficiency and effectiveness:** Promote continuous improvement in productivity, competence and efficient and effective use of resources.
- viii) **Patriotism:** Promote nationalism and ownership of services by the public at all levels of government.
- ix) **Customer centered service:** Committed to uphold customer driven and focused service delivery.
- x) **Mutual respect, Participatory Approach and Inclusiveness:** Committed to consultations, collaboration and meaningful and effective partnership in all its affairs.

1.7 Sustaining the Transformation Momentum

The success of the Public Service Transformation demands the full commitment and active involvement of all stakeholders to create a promising and continuous transformation momentum. The Framework serves as a guide for every Public Service organization to develop its own specific transformation plan to facilitate achievement of their goals from the existing state (“as is”) to a desired state (“to be”). Public entities will use Result Based Management tools among them Strategic Plans (SP), Performance Contracts (PC), Service Charters(SC) and Staff Performance Appraisals(SPAS) as well as approaches like the Rapid Results Initiatives (RRI) and Business Process Re-engineering (BPR) which will serve as the main reference points in the development of the plans.

The plans developed by National and County Governments will be guided by the Framework. Disability, Youth and Gender dimensions and considerations, will be mainstreamed within the Frameworks. Specific emphasis will also be made to ensure that specific policy recommendations in relation to the Government’s commitments to progressively increase representation of women, are adhered to.

1.8 Challenges

Kenya expects: a Public Service that is built on the foundation and principles of good governance, patriotism, ethics and integrity; a public service ecosystem and environment that is harmonious, inclusive, diverse and sustainable; and leveraging on science, technology and innovation. Currently, Public Service faces unprecedented challenges as it strives to shape a high performing, high integrity, dynamic and citizen-centred Public Service.

The key challenges facing the Public Service include:

- a) **Insufficient Service Delivery.** The system of service provision that has been in place has tended to be less-participatory and exclusionary,

particularly towards the citizenry. It is concerned more with the application of rules and procedures than with the development of a culture and ethos of efficient service delivery.

- b) **Centralized control and Top-Down Management.** Public Service before devolution was centralized thus, rule-bound in its operation. It is still characterized in particular by the development of a vertical, top-down management structure. Democratic practices in some instances have been limited, both internally and in interaction with the public. The incentives for creativity and responsiveness to the needs of citizens and clients, have been inadequate.
- c) **Inadequate accountability and transparency.** Transparency and accountability within the Service has been limited to bureaucratic accountability. Employees are held accountable for adherence to rules and procedures rather than for efficiency and productivity.
- d) **Weak Management Information.** Inadequate management of information systems to promote information sharing and efficient monitoring, evaluation and reporting of Public Service programmes. A major consequence of this is that there are few reliable statistics on most of the sectors of the Public Service.
- e) **Low Productivity.** Productivity is relatively low, in terms of the ability to deliver services that meet the needs of the people. The National Productivity Policy, Sessional Paper No. 3 of 2013 recognizes Kenya's low productivity as evidenced in Kenya's low global competitiveness, Low value addition and declining economic growth.
- f) **Poorly Paid and Demotivated Staff.** Whereas pay levels and wage bill in the Public Service remain relatively high, the salary of staff in the lower echelons are still disproportionately low. Women are particularly disadvantaged at this level as they form majority in this level.
- g) **Conflicting Labour Relations.** Many of the unionized employees have been agitating to improve their conditions of service through Collective Bargaining Agreements. This has resulted to employee relations becoming adversarial, with disputes frequently mediated by strikes, rather than negotiations.

- h) **Professional Ethos and Work Ethic.** Many of the problems outlined above have served to inhibit the development of a professional work ethic and commitment amongst public servants. Some public servants have however, shown impressive dedication and capacity under the most unfavorable conditions.

Other Challenges and Constraints which will have to be addressed include:

- a) **Brain-Drain.** This has intensified the severe shortage of skills already being experienced by the service.
- b) **Citizen impatience at the pace of constitutional change.** There is a growing public perception that the Public Service is taking too long to turn itself into an efficient and responsive delivery arm of government.
- c) **Vision of Change.** Insufficient attention has been placed on communicating a clear vision of the new Public Service.
- d) **Lack of Clearly Defined Roles and Responsibilities.** The lack of a clear vision for change has been compounded by the relative absence of clearly defined roles and responsibilities for the key agencies charged with driving the transformation process, at both the National and County Governments levels.
- e) **Weak Co-ordination.** Lack of effective co-ordination mechanism in Public Service Organizations at both the National and County levels.
- f) **Persistence of a Rule-Bound Culture in the Public Service.** Lack of clear rules and regulations and registration in championing the transformation agenda.
- g) **Inadequate Skills and Capacity.** Succession gaps due to the aging and high staff turnover in the Public Service, documented in the Succession Management Policy.

1.9 Benchmarking with Other Countries on Transformation

The five Pillars of the Public Service Transformation Framework

encompass the following four basic tenets of Public Service Transformation:

- (i) *Focus on citizen needs and expectations;*
- (ii) *Results for national development;*
- (iii) *Continuous innovation and improvements; and*
- (iv) *National public service values and ethics.*

The Framework is bench marked with a number of countries that have transformed their public service delivery. The countries include: Botswana, South Africa, Malaysia, Singapore, New Zealand, Australia, the United Kingdom, Canada and all the East African Community counterparts. Lessons learnt include:

- a) Shift from centralized planning approaches towards more pragmatic approaches based, on the principles of sound management, enterprise and a clear sense of mission;
- b) Redefinition of the role of the State, from that of acting as the principal agent of social and economic development, to that of guiding and facilitating development in ways which ensure effective integration with the world economy;
- c) Trimming State expenditure and the size of the Public Service as functions and services are outsourced on a competitive basis to private sector and non-governmental agencies, either on a fully privatized or partnership basis;
- d) Redefinition of the political-administrative relationship, designed to ensure greater accountability (through the introduction of, for example, clearer lines of responsibility, and performance targets, measures and monitoring), whilst at the same time promoting greater devolution of managerial autonomy and resource control (including the introduction of flexible staffing and recruitment practices), aimed at increasing innovation, creativity and responsiveness to client needs;
- e) An increasing emphasis on quality, efficiency and cost-effectiveness;
- f) Change in organizational culture, designed to develop a more effective customer orientation and a stronger service ethos;

- g) An increasing emphasis on human resource planning, development and management designed to promote participative management and innovation, to build capacity, and to reward individual and team performance (through the introduction of appraisal and incentive systems);
- h) Move to improve financial planning and control systems, including reforming budgeting systems, with a view to making them more performance and output related; and
- i) Greater reliance on information technology and computerized management information systems.



CHAPTER TWO

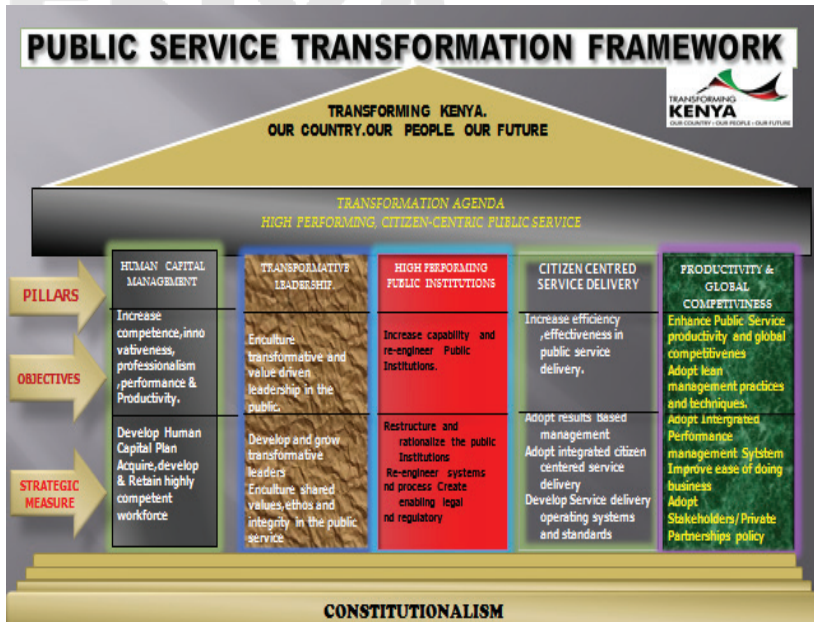
PUBLIC SERVICE TRANSFORMATION FRAMEWORK PILLARS IN CONTEXT

2.0 Preamble

This Chapter highlights the five pillars of the Public Service Transformation Framework.

The five pillars in the Framework focus on aspects that have been identified as key elements of transformation in the context of the Public Service. The pillars are fundamental to the transformation of Public Service based on the Kenya Vision 2030 and The Constitution. Each pillar has a role to steer the implementation of transformation plan to achieve the goals set. *Figure 1 gives the Transformation Framework and the Pillars*

Figure 1: Public Service Transformation Framework



Although each pillar refers to different dimensions, all are interrelated, interlinked and intertwined to achieve the organization goals.

2.1 PILLAR 1: DEVELOPING AND MANAGING HUMAN CAPITAL

This pillar focuses on creating a globally competitive and adaptive human resource base to meet the current and the future needs of a rapidly industrializing economy. Towards this end, the pillar on Human Capital Management envisions developing a cohesive and comprehensive approach to human resource management across the Public Service that links to the Country's development goals. The Human Capital Management will focus on the organizational need to provide specific competencies and will be in three levels: workforce acquisition, talent management and workforce optimization.

2.1.1. Objective

Develop a diverse, capable and motivated staff that operates with efficiency and integrity.

2.1.2 Strategic Measures

Public Service organizations will:-

1. **Strategic Alignment**-Align the human capital strategy with mission, goals, and organizational objectives and integrate into performance management and budget plans;
2. **Knowledge Management**- Sustain a learning environment that drives continuous improvement in performance;
3. **Results-Oriented Performance Culture**-Develop diverse, results-oriented, high-performing workforce, and institute a performance management system that effectively differentiates between high

and low performance and links individual/team/unit performance to organizational goals and desired results; and

4. **Accountability** - ensure human capital decisions are guided by data-driven result-oriented planning and accountability system.

2.1.3 Key Activities

1. Institutionalize transformative plans for uniform norms and standards that will integrate the management of human resource in the Public Service to achieve the Public Service goals in the National and County Governments. Further strengthen HR strategies that will promote Private-Public Partnership (PPP) to achieve overall cost-effectiveness in development and service delivery.
2. Inculcate and entrench results-based culture in the public service.
3. Enhance professional skills that ensure competitiveness.
4. Make public service dynamic, flexible, innovative able to attract and retain the best talents.
5. Develop coordinated human resource planning structures.

2.1.4 Quick Wins

1. Design and implement effective Human Resource Management and Development strategies, including training and career development opportunities, to ensure the availability of the necessary human capacity for implementing specific programmes of transformation.
2. Establish a mechanism to monitor, evaluate and report the impact of Human Resource Management transformation policies and programmes.

2.2 PILLAR 2 – TRANSFORMATIVE AND VALUE-DRIVEN LEADERSHIP

This pillar focuses on inculcating a *transformative and value-driven leadership culture in Public Service*. Leadership which is both elected and appointed is crucial in rallying citizenry towards a common goal. A strong conviction and call to serve will be the

main driving forces. Initiative and vision are important pillars of leadership. The desire to lead, though essential, is however, not enough to make a dynamic leader. The pillar considers Leadership as central in all undertakings towards a country's development as it facilitates achievement of goals and national priorities. It is based on the premise that in the modern complex and changing environment, transformational leaders are needed to provide direction and vision, inspiration and a sense of purpose in implementing Public Sector institutions' core mandates to the required standards and expectations. This pillar intends to develop a critical mass of catalytic transformative leaders to spur and create momentum in public institutions for great performance and efficient service delivery.

2.2.1 Objective

Develop a critical mass of catalytic transformative leaders for Public Service Organization.

2.2.2 Strategic Measures

Public Service organizations will:-

1. Determine the number of leaders that will be needed over the next five to ten (5-10) years, taking into account growth needs and projected labour turnover of National and County Public Service;
2. Develop competencies of individual Public Service leaders;
3. Identify competencies or abilities public service leaders need by function, level, location or unit to implement the framework;
4. Establish collective capabilities that are required of leaders when acting together; and
5. Instill key attributes of the culture created by leaders through the way in which they lead.

2.2.3 Key Activities

1. Promote the goal of value-based transformative leadership.
2. Develop value-based transformational leadership culture at the two levels of Government.
3. Enhance strategic partnership with institutions of higher learning and youth organizations in growing transformative leaders.

2.2.4 Quick Win

Ministry responsible for Public Service in collaboration with Kenya School of Government and other recognized leadership training institutions, to undertake transformative leadership competency training and capacity building.

2.3 PILLAR 3 – FIT- FOR- PURPOSE INSTITUTIONS

This pillar seeks to develop Fit-For-Purpose Public Institutions, which are open and highly capable with sustainable structures, for quality services to the citizenry. Under this pillar emphasis will be placed on structural review of institutions in order to develop competencies required to deliver organizational mandates through acquisition of right systems, structures, tools and people, to sustain the Country's transformation agenda.

2.3.1 Objective

Establish Fit-For-Purpose National and County organizations

2.3.2 Strategic Measures

Public Service organizations will:-

1. Undertake structural review of institutions on service delivery at three levels;(i) across Government, (ii) within sectors and (iii) within individual institutions;
2. Develop competencies required to deliver organizational mandates through acquisition of right systems, structures, tools and people;

3. Deepen citizen engagement; and
4. Take services closer to citizens.

2.3.3 Key Activities

1. Review roles and organizational structures for Public Service Organization.
2. Promote linked-up Government interventions through aligned structures, integrated systems and processes.
3. Institutionalize Result-Based Management tools and reform initiatives Partner with the stakeholders by ensuring an inclusive and enabling legal, regulatory systems and policies for the partnership to succeed.

2.3.4 Quick Wins

1. Carry out a comprehensive review of structure and functions of the Public Service focusing in division of roles and tasks amongst and between National and County Public Service Organizations.
2. Undertake internal audit and review of each Ministry, Department, and Agency concerning its objectives, staffing, and financing.
3. Review and revise systems, routines and procedures of planning, budgeting and financial execution with a view to increasing public sector accountability.

2.4 Pillar 4 - Efficient and Effective Citizen Centered Service Delivery

This pillar seeks to engender high performance culture and citizen-centered service delivery as a central element of public service transformation through adoption of lean management policies and practices. It focuses on increasing capacity and improving organizational structure to make it more dynamic, agile and flexible as well as ability to adopt to changes in order to continue providing the best of service according to citizens' requirements and needs.

2.4.1 Objective

To enhance efficient service delivery through transformed systems and processes.

2.4.2 Strategic Measures

Public Service organizations will:-

1. Build and enhance National and County human resource capacities;
2. Undertake Business Process Re-engineering of the Public Service at the two levels of Government;
3. Adopt best service delivery practices to provide efficient citizen-centred service delivery; and
4. Strengthen efficiency and effectiveness of Public Service delivery.

2.4.3 Key Activities

1. Develop guidelines to define indicators for efficient and effective service delivery systems.
2. Develop sector service standards and agreements.
3. Review Citizen Service Charters.
4. Undertake customer satisfaction surveys for continuous improvement.
5. Adopt lean management approach through Operational Excellence (OP/EX) strategies adoption.
6. Develop a Public Service Stakeholders Partnership Policy (PSSP).
7. Develop Linked-up-government strategy.
8. Strengthen integrated service delivery.

2.4.4 Quick Wins

1. National and County Governments to review Citizen Service Charters.
2. Develop guidelines on lean management to guide government Agencies.
3. Develop service standards, with defined outputs and targets, and performance indicators.

4. Develop Monitoring Evaluation and Reporting mechanisms and structures.

2.5 Pillar 5 - Productivity, Innovation and Global Competitiveness

This pillar focuses on enhancement productivity, innovation and global competitiveness through introducing improvements in the quality of public services and ease of doing business, to leverage Kenya's global competitiveness. This requires objective measures of productivity, innovation and cost-effectiveness, in delivering improved services and policy design. Under the pillar, Public Service organizations at National and County Governments will be guided to set feasible and appropriate goals with stakeholders input to ensure citizen-focused and results-oriented service delivery.

2.5.1 Objective

Introduce improvements in the quality of public services to enhance productivity, innovation and ease of doing business to leverage Kenya's global competitiveness.

2.5.2 Strategic Measures

Public Service organizations will:-

1. Increase the productivity of the public service;
2. Improve equality and cost-effectiveness of public services; and
3. Establish objective measures of productivity, innovation and cost-effectiveness.

2.5.3 Key Activities

1. Partner with the Kenya Productivity and Competitiveness Center and other relevant institutions to develop productivity measurements in the public sector;
2. Inculcate and mainstream productivity culture within and amongst Public service staff;

3. Strengthen the capacity of public service institutions on innovation, research and development; and
4. Build collaborative partnerships with institutions of higher learning and research organizations.

2.5.4 Quick Wins

Develop a culture of productivity and customer care in Public Service organizations at National and County Government levels.



CHAPTER THREE

IMPLEMENTATION, MONITORING, EVALUATION AND REPORTING

3.0 Preamble

This Chapter discusses the monitoring, evaluation and the reporting mechanism for the implementation of the Public Service Transformation Framework. It further highlights Monitoring, Evaluation and Reporting Framework (ME&R) developed for tracking progress and demonstrating the impact of the Framework.

3.1 Monitoring

Using the Monitoring Framework, Public Service organizations will monitor the progress in the realization of outputs, outcomes and impact. The Public Service organizations at National and County will monitor the:

1. Setting of appropriate, specific and measurable objectives;
2. Design and implementation of detailed strategies and action plans for their achievement;
3. Mobilization of the necessary resources and their effective utilization;
4. Identification of problems and constraints, and strategies for overcoming them; and
5. Introduction of effective systems for internal monitoring and review.

3.2 Performance Measurement/Evaluation

The establishment of appropriate internal and external mechanisms for Monitoring, Evaluation and Reporting will be central to the process of administrative transformation. The development of effective internal mechanisms within government departments at National and County Levels such as performance auditing and appraisal will be an integral part of the process. To ensure accountability and the success of the broad process of Public Service transformation, the internal mechanisms will also need

to be accompanied by the independent external monitoring and evaluation of departmental transformation programmes.

Public Service organizations will:

1. Periodically (quarterly basis) evaluate the extent to which the Framework objectives and goals are being achieved, by using output and outcome indicators;
2. Routinely, consistently and continually evaluate the short-term outputs and on achievement of activities; and
3. Continually track and evaluate the implementation of the Framework activities to enhance the achievement of the envisaged successes.

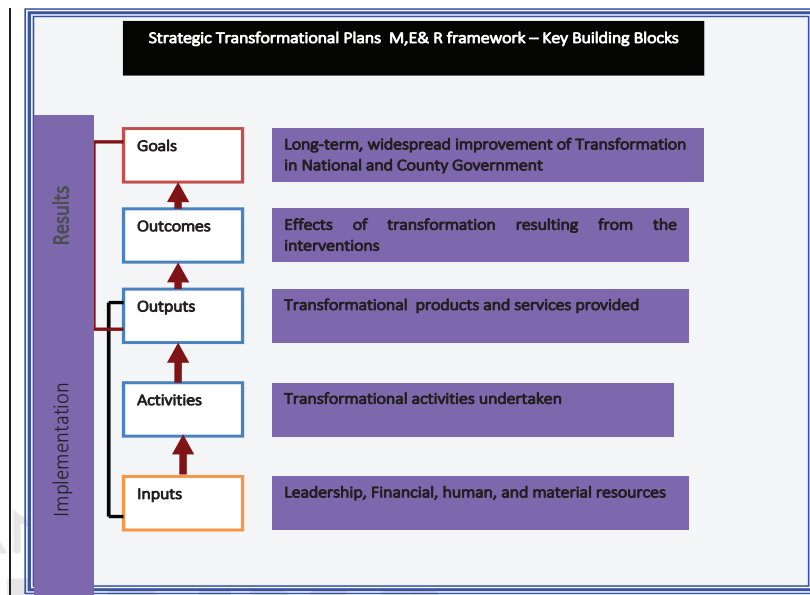
3.3 Reporting

All public organizations at the National and County levels will prepare annual reports that contains the quarterly progress reports produced to record the achievement and the challenges on transformation initiatives. The results of the performance audits and appraisal will be part of the report indicating the achievements under the respective pillars of the Public Service Transformation Framework. The annual organizational reports will be submitted to the various Boards with a copy to the Cabinet Secretary, Ministry responsible for Public Service. The Ministry of Public Service will compile the reports, share the successes, challenges and solutions with the Public Service organizations at various forums established for Inter-Agency consultations. The report will also be used to review the Framework and identify areas that need new transformational initiatives and take requisite action. The compiled national report will also be submitted to the National and County Government Coordinating Summit.

3.4 Pillars of the M, E&R Framework

Figure 2 gives the pillars for the Monitoring, Evaluation and Reporting Framework.

Figure 2: Pillars Of Monitoring, Evaluation And Reporting Framework



The model is designed on the basis of four cornerstones:-

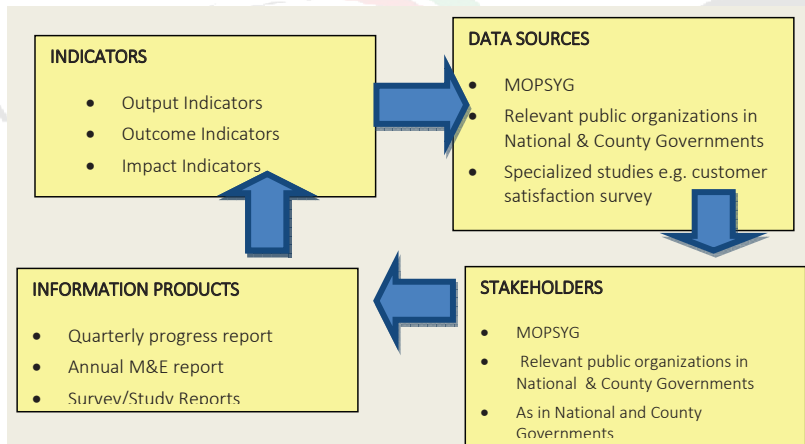
1. Indicators;
2. Data Sources;
3. Information Products (Reports);and
4. Stakeholders.

The model has input, output and outcome indicators. These indicators will be informed by different data sources at the output and outcome levels. It is envisaged that data sources for some of the indicators at output and outcome levels will entail the undertaking of specialized transformation studies, while the rest of the indicators will be measured using outcome activity data received from the various implementers.

The data sources will be analyzed and summarized into transformation information products or standardized reports on a periodic basis within prescribed time frames. These information

products will be disseminated to stakeholders using prearranged dissemination channels. Of essence is the sequencing of the M&E reporting. Dissemination and feedback of the M&E reports will therefore, be synchronized through planning processes, thereby enabling those involved in the planning of the new work plans and policy to make use of the M&E results for evidence-based decision and Public Service transformation policy making programmes. The reports will also enable corrective measures to be undertaken as and when necessary to accelerate implementation and results achievement of the Framework. Figure 3 illustrates the process and relations.

Figure 3: The Relationship between Four Pillars



3.5 Implementation M, E&R transformation Model

Effective monitoring, evaluation and reporting on the Public Service Transformation Framework will require that the capacity of institutions at National and County levels be developed. Consequently, the Ministry responsible for Public Service in the initial stages of the implementation of the Framework, will organize training of staff of the Public Service Organizations on M,E&R Framework. Output and outcome indicators will also be developed in the initial stages of the Framework implementation. Once the

indicators are determined, an M, E&R model will be developed by each organizations replicating the National Framework. The developed system will clearly show the data sources, data collection instruments and reporting frequency as well as feedback mechanism.



CHAPTER FOUR

THE INSTITUTIONAL FRAMEWORK IMPLEMENTATION

4.0 Preamble

This Chapter presents the Institutional Framework for implementing the Public Service Transformation Framework, indicating the institutions and the specific roles to be undertaken to ensure successful implementation of the Framework. It also provides the way forward in the implementation of the Framework.

A number of public offices have been included in the institutional mechanisms that will be responsible for driving and implementing the transformation process. The Institutional Framework fall into two broad categories: Existing transformation structures and agencies, both existing and newly created.

4.1 Existing Structures and Agencies

A wide variety of existing structures and agencies, both political and administrative, will be involved in the transformation processes.

These will include:

1. The National Executive (President, Deputy and Cabinet);
2. The Parliamentary and Senate Committees responsible for Public Service and Administration;
3. Public Accounts and Public Investment Committees;
4. Council of Governors;
5. County Assemblies and Executive;
6. The Ministry responsible for Public Service and County Executive Committee Members at the County level Governments;
7. The Public Service Commission and County Public Service Boards;
8. The Inter-Governmental Relations Technical Committee;
9. The National Treasury;
10. The Commission for Administrative Justice (the Ombudsman);
11. The Office of the Auditor General;

12. The Controller of Budget;
13. The Kenya School of Government; and
14. Other relevant Constitutional Offices.

Measures will be taken to strengthen the capacity of these agencies, to ensure effective coordination of their work, and to clarify and if necessary, redefine their respective roles and relationships. These measures will be accompanied by enabling legislation, where appropriate. At the same time, the work of these Agencies will reflect the fact that the dynamics of the transformation process will involve differences as well as similarities between individual Government departments, and between the National and County tiers of Government.

The agencies will have important roles to play in the transformation process, in one or more of the priority areas for transformation. At the more general level, it is anticipated that the key role-players will be the Ministry responsible for Public Service, the Public Service Commission, County Public Service Boards, Principal Secretaries, Chief Executive Officers, Chief Officers, relevant Constitutional and independent offices, and responsible Parliamentary Committees and County Assembly Committees, responsible for Public Service and Administration at the National and County Governments.

The Ministry responsible for Public Service, will have the principal responsibility for overseeing, driving and coordinating the transformation process. The Ministry will concentrate on the area of facilitating the transformation of the Public Service into one that will efficiently and effectively serve the new constitutional order. In discharging this role, the Ministry in the context of the Framework will have the following key responsibilities:

1. Translating the strategies into achievable policy objectives, performance measures, targets and time-frames;
2. Ensuring that the transformation process is based on effective consultation and liaison;
3. Developing an effective transformation communications strategy;

4. Developing a financial resource strategy to support the transformation process;
5. Establishing an effective research strategy and structures to support the transformation process; and
6. Building its own capacity in terms of human and financial resources.

4.1.1 Principal Secretaries, Chief Executives and Chief Officers

Principal Secretaries, Chief Executives and Chief Officers of Finance at National and County, as Accounting Officers, will have a vital leadership role in translating the broad policy objectives, performance measures, targets and time-frames set, into meaningful and achievable strategies for the transformation process.

4.1.2 National Level

At the National level, Principal Secretaries and Chief Executives Officers will be specifically charged with the responsibility for:-

1. Carrying out organizational transformation reviews and audits;
2. Designing and implementing strategic plans for transformation (including objectives, targets, performance indicators and time frames, as well as detailed action plans for their implementation);
3. Designing and implementing plans and programmes of affirmative action designed to promote inclusiveness (total inclusion) in the transformation process;
4. Establishing effective mechanisms for the co-ordination of transformation policies and programmes;
5. Establishing effective mechanisms for internal monitoring and evaluation, as well as for feedback into the on-going planning and review process;
6. Ensuring effective opportunities for meaningful participation by staff and unions in the transformation process, particularly through the establishment of transformation units as well as for consultation and liaison with other reform agencies and stakeholders;
7. Designing and implementing effective programmes of transformation;

8. Promoting effective financial management and budgetary control, to ensure adequate financial resources for the transformation process; and
9. Promoting collaboration.

4.1.3 County Level

Governors are responsible for the administration of the County Governments. Their main role in the transformation process will be to ensure that the Transformation responsibilities are carried out effectively by the Executive Committee Members. This will involve close and harmonious co-operation with the other key role-players in the County, particularly with National Government representatives.

In terms of the responsibility for ensuring effective financial management and budgetary control, accounting officers for Counties, will have to play a more direct role within all County Departments. In discharging their transformation responsibilities, it will be important for all Chief Officers (CO's) at County level to collaborate and co-ordinate their work. It is therefore, planned that a Forum will be established and will meet regularly for this purpose, consisting of all CO's as well as representatives from County Executive Committee Member (CEC) responsible for Public service and the County Public Service Boards

4.1.4 Constitutional Commissions and Independent Offices

Constitutional Commissions and Independent Offices that will have specific roles in the transformation process include:-

1. The Auditor-General;
2. Controller of Budget;
3. The Commission for Administrative of Justice (Ombudsman);
4. The Commission for Revenue Allocation;
5. The National Gender and Equality Commission; and
6. The Kenya National Commission on Human Rights

4.1.5 The Parliamentary Committees on Public Service and Administration

The Parliamentary Committees will play an important role in the transformation process, particularly by creating a forum through which National Assembly scrutiny and oversight of the process can be exercised, and through which political debate and consensus-building can take place.

4.2 New Structures and Agencies

In the implementation of the Public Service Transformation Framework, it is anticipated that the key role above agencies in driving the transformation of the public service played by the will ensure successful implementation. Owing to the nature of transformation, in the event that the agencies are inhibited in their work, action will be taken to address the challenge including identifying new and additional structures. These new structures will be created specifically to add impetus to the transformation process and to ensure in particular that it is founded upon effective participation and consultation with Public Service staff and unions, and civil society stakeholders.

4.3 Legislation

The transformation of the Public Service will be supported by appropriate enabling legislation, particularly to ensure that key role players have the necessary scope and legislative backing to carry out their functions effectively. Policies and existing relevant legislation will be amended including introduction of new legislation where necessary to facilitate transformation. Responsibility for the drafting of new or amended legislation pertaining to the Public Service transformation will rest primarily with the Cabinet Secretary responsible for Public Service, in consultation Public Service organizations, the Attorney General, Public Service unions

and employee organizations as well as the Parliamentary and Senate Committees.

4.4 Financial Implications

The transformation of the Public Service and the implementation of the policies elaborated in this Framework will incur inevitable financial costs.

4.5 Costing the Transformation Process

In the absence of a number of key studies on the financial implications of implementing a comprehensive programme of affirmative action or of establishing comprehensive training programmes, it is not possible to quantify the costs of administrative transformation in any precise way at this stage.

Some of the costs likely to be incurred during the process of transformation will be on:

1. The redeployment of public officials and investment in new infrastructure and equipment;
2. The upgrading of Government training institutions in terms of infrastructure, personnel, and equipment;
3. Conducting training programmes; and
4. The installation and maintenance of new information systems equipment and training of users.

4.6 Resourcing the Transformation Process

The Financing of transformation programmes involve:-

1. Additional claims against National and County budgets;
2. Raising of additional funds from external sources; and
3. Absorption of costs at National and County Governments through re-prioritizing budgets and efficiency savings.

In resourcing the transformation process, it will also be important to ensure an equitable allocation of resources at National and County levels.

4.7 External Sources of Funding

Additional funds will be raised, from both the private sector and international development partners, to support a number of the planned transformation programmes. In developing programmes with external assistance, the National and County levels should pay particular attention to the question of longer-term sustainability, given that external funding cannot be depended upon in the long term.

4.8 Absorption of Costs

Given the need for fiscal restraint in National and County budgets, and the limited though useful assistance that can be expected from external development partners, it is inevitable that the majority of the costs of transformation will have to be absorbed within existing budgets, particularly through the re-prioritizing of expenditure and the achievement of efficiency savings. National and County governments will be encouraged to establish key performance indicators, clear monitoring procedures and business plans.

4.9 Way Forward

The development of institution specific strategic transformation plans at the two levels of Government is intended to close the gap between policy aspiration and service delivery. The National and County Governments will be expected to embark on greater and wider engagement with the various stakeholders, including the public service workforce in Transformation Plans roll out. Partnership and strategic collaboration must be formed as per the requirement of the Constitution and Vision 2030 for accelerating the Country's transformation agenda.

The Public Service will be revitalized to fulfill these new demands being entrusted upon it. The Public Service need to have competent staff that has requisite skills and knowledge to implement the

policies that have been laid down by the Country. There will be need to invest in developing skills that are relevant today and emerging, to enable the public service lift its performance beyond the execution of traditional processes. Public Service organizations will be re-engineered to become more agile and responsive to changing needs. Information, Communication and Technology (ICT) will continually be capitalized and leveraged upon to continue cutting down on the layers of bureaucracy in the Public Service.

In order to generate significant transformation effect, focus will be given to initiatives that have a high impact. The National and County Governments will plan initiatives that emphasize real with a focus on outcomes and not activities. A time frame must be set to measure the impact of changes implemented.

Accordingly, a progress chart for each of the planned activities will be provided for monitoring purposes. National and County Governments therefore, using the perspective of the citizens, will strive to get feedback directly from stake holders.

Mindful of the fact that the acceptance by the staff of the implementation plan is a key element for the transformation success, each organization must emphasize the importance of culture and change management to ensure that all public servants understand and appreciate the purpose and benefits of the Transformation Framework plans. Transformation of the Public Service will strive to achieve the aspirations set through the full support of all members of the organization.

TABLE 1: FRAMEWORK MATRIX

	Pillar	Objective	Activities	Actors
1	Effective Human Capital Management	To develop a cohesive and comprehensive approach to Human Resources management across the public service that links to the national development goals.	<ol style="list-style-type: none"> 1) Institutionalize transformative plans for uniform norms and standards that will integrate the management of human resource in the Public Service to achieve the Public Service goals in the National and County Governments. 2) Strengthen HR strategies that will promote Private-Public partnership (PPP) to achieve overall cost-effectiveness in development and service deliver. 3) Inculcate and entrench results based culture in the public service. 4) Enhance professional skills that ensure competitiveness, 5) Make public service dynamic, flexible, innovative able to attract and retain the best talents. 6) Develop coordinated human resource planning structures 	<p>MDAS at national and county levels</p> <p>NSAs</p> <p>Development partners</p> <p>citizens</p> <p>consultants</p>
2	Transformative and Value-based Leadership	To develop a critical mass of catalytic transformative leaders	<ol style="list-style-type: none"> 1. Facilitate the development and implementation of Transformative Leadership Strategies 2. Introduce “Growing-Our- Leaders Programmes” at National and County levels 3. Engage with the Council of Governors on mainstreaming Transformative Leadership models in County strategies. 4. Develop and implement National and County Leadership Charters 5. Conduct Leadership satisfaction surveys 6. Develop Information Education and Communication strategy 7. Partner with Kenya School of Government (KSG) on leadership training 8. Monitoring Evaluation and Reporting of leadership development programs. 	<p>Ministry Responsible for Public Service</p> <p>COG</p> <p>KSG</p> <p>NSAs</p> <p>Development partners</p> <p>Citizens</p> <p>County Governments</p> <p>MDAS at national and county levels</p> <p>consultants</p>

	Pillar	Objective	Activities	Actors
3	Fit-for-purpose Public Institutions	To strengthen the public and private sector institutions.	<ol style="list-style-type: none"> Undertake structural review of institutions on service delivery at three levels;(i) across Government, (ii) within sectors and (iii) within individual institutions. Develop competencies required to deliver organizational mandates through acquisition of right systems, structures, tools and people. Deepen citizen engagement. Take services closer to citizens. 	MOPSYG KSG NSAs Development partners Citizens consultants MDAS AT NATIONAL AND COUNTY LEVELS MOPSYG
4	Efficient and Effective Citizen Centered Services	To enhance service delivery as a central element of public service transformation providing efficient and effective systems and processes	<ol style="list-style-type: none"> Develop guidelines to define indicators for efficient and effective service delivery systems. Develop sector service standards and agreements. Review Citizen Service Charters. Undertake customer satisfaction surveys for continuous improvement. Adopt lean management approach through Operational Excellence (OP/EX)strategies adoption. Develop a Public Service Stakeholders Partnership Policy (PSSP). Develop Linked-up-government strategy. Strengthen integrated service delivery. 	MDAS AT NATIONAL AND COUNTY LEVELSs NSAs Development partners citizens Consultants

	Pillar	Objective	Activities	Actors
5	Productivity, innovation & Global Competitiveness	Introduce improvements in the quality of public services to enhance productivity, innovation and ease of doing business to leverage Kenya's global competitiveness.	<ol style="list-style-type: none"> 1. Partner with the Kenya Productivity and Competitiveness Center and other relevant institutions to develop productivity measurements in the public sector. 2. Inculcate and mainstream productivity culture within and amongst Public service staff. 3. Strengthen the capacity of public service institutions on innovation, research and development. 4. Build collaborative partnerships with institutions of higher learning and research organizations 	MOPSYG PCK MDAS AT NATIONAL AND COUNTY LEVELS SRC KIPPRA NSAs Development partners Citizens consultants

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Template for The PSTF 2018-2022 Monitoring Indicators: Outcome & Output Indicators

PSTF outcome	Output	Indicator	Unit of measure	Baseline year	Baseline value	Target 2018	Target 2019	Target 2020	Target 2022	Target 2021
Outcome 1	Indicator		2017							
Outcome indicator Improved performance and accountability in Public Institutions	Output 1.1	Extent of implementation of the Public Service transformation framework	%	2017	Nil					
	Output 1.2	No. of MCDA implementing Public Service Transformation framework	No	2017	Nil					
Outcome 2	Indicator									
Outcome indicator enhanced access to public services and information	Out Put 2.1	Level of customer satisfaction with quality of services offer	%	2017						85
	Output 2.2	Percentage of public institution using integrated service delivery model(ISDM)	%	2017						1:40
	Output 2.3	No. Public Servants trained on ISDM	No.	2017						
	Output 2.4	No. of public services re-engineered and uploaded to Integrated service centers	No	2017						
Outcome 3	Indicator									
Enhanced transformative value based Leadership culture	Output. 3.1	Proportion of senior public officers using transformative leadership skills	%	2017						

PSTF outcome	Output	Indicator	Unit of measure	Baseline year	Baseline value	Target 2018	Target 2019	Target 2020	Target 2022	Target 2021
	Output 3.2	No. of elected and Senior public officers trained on transformative leadership	No	2017						91
	Output 3.3	No. Leadership dialogue forum held	No	2017						
Enhanced managerial, leadership and professional capacity	Output 2.2	Public Service Emeritus policy developed and implemented		2017	Nil					
	Output 2.3	No. of public service emeritus accredited								
Enhanced leadership skills among the youth	Output 2.4	Proportion of young leaders mentored		2017						
Outcome 4		Indicator								
Enhanced Results based management culture in the public Service	Out Pur 4.1	The level of change of mindset from processes to outcome based results	%	2017						
Improved institutional capacity to implement RBM tools	Output 4.2	Proportion of public institution implementing RBM tools and delivering the desired results	No	2017						
Enhanced knowledge management and information sharing in the public service	4.3	No. public institutions implementing knowledge management policy		2017						

PSTF outcome	Output	Indicator	Unit of measure	Baseline year	Baseline value	Target 2018	Target 2019	Target 2020	Target 2022	Target 2021
Outcome indicator 5		Indicator								
Rationalized and transformed public organizations at both levels of government	Output 5.1	Proportion of MCDA implementing the CARPS institutional reports	%	2017						
	Output 5.2	Extended of rationalization and deployment of staff	%	2017						
	Output 5.3	Extend of outsourcing of none core services and processes	%	2017						
	Output 5.4	Extend Abolition/divestiture /privatization of overlapping and duplicating functions	%	2017						
	Output 5.5	Extent of implementation and compliance with public service norms and standards	%	2017						
Outcome Indicator 6										
Improved productivity and competitiveness.	Output 6.1	Level of adoption and implementation of operational excellence model	%	2017						
	Output 6.2	Improved rate of ease of doing business	%	2017						

PSTF outcome	Output	Indicator	Unit of measure	Baseline year	Baseline value	Target 2018	Target 2019	Target 2020	Target 2022	Target 2021
	Output 6.3	No. public officers trained on productivity and global competitiveness	No	2017						
	Output 6.4	Extend of stakeholders engagement / public private partnerships	%	2017						



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Stakeholder Analysis

The identification and engagement of stakeholders is critical to the identified are: Citizens, National and County Governments; Non-State actors; and Development Partners. The roles and expectations of these stakeholders are as below:

Stakeholder	Stake/Role	Current Status	Expected partnership and role
Citizens	<ul style="list-style-type: none"> Feedback and input in development and implementation of public policies Demand for citizen-centered public services Feedback on services provided 	<ul style="list-style-type: none"> Consultations on Ad Hoc basis Government assumes delivery of public services is citizen-centered Weak citizens' engagement and feedback mechanisms 	<ul style="list-style-type: none"> Regular and structured public involvement as per the Constitution. Enhanced citizen involvement in policy formulation and Programme implementation Enhanced citizen engagement and feedback
National Government	<ul style="list-style-type: none"> Act as engine and facilitator of development Provide support to the MDAS at national and county levels and County Governments 	<ul style="list-style-type: none"> Absence of comprehensive reforms to address delivery gaps Contradicting roles between the National & County Governments 	<ul style="list-style-type: none"> Provide resources for service delivery Develop legislation to facilitate full implementation of the Transformation framework Develop and implement rules and standards for adoption by Counties
County Governments	<ul style="list-style-type: none"> Citizen-centric Service delivery Formulation of County Specific legislation 	<ul style="list-style-type: none"> Consultations with county citizens County Governments assumes delivery of public services is citizen-centered Weak citizens' engagement and feedback mechanisms 	<ul style="list-style-type: none"> Collaboration on implementation of the strategic transformational plans Mutual structured engagement Responsible for the implementation and internal evaluation of the transformation framework tools and manuals.

Stakeholder	Stake/Role	Current Status	Expected partnership and role
Non-State Actors	<ul style="list-style-type: none"> • Input in formulation of Government policies • Involvement in monitoring and evaluation of policy implementation. 	<ul style="list-style-type: none"> • Absence of coherent consultative mechanisms 	<ul style="list-style-type: none"> • Establishment of transformative mechanisms for structured stakeholder engagement • Monitoring, Evaluating and Reporting(M,E&R) to enhance sustainability
Development Partners	<ul style="list-style-type: none"> • International cooperation • Resource mobilization • Technical support 	<ul style="list-style-type: none"> • Resources mobilization • Technical support 	<ul style="list-style-type: none"> • Strengthen and structured relationships to enhance resources mobilization • Strengthen International cooperation
Consultants	<ul style="list-style-type: none"> • Professional services • Technical backstopping 	<ul style="list-style-type: none"> • Technical support 	<ul style="list-style-type: none"> • Provision of technical and professional services

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